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RECRUITER Journal

United States Army Recruiting Command | October 2001

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Recruiter

October 2001, Volume 53, Issue 10

FLARE

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Tribute to Maude and Strickland and the names of the Army personnel identified as killed and unaccounted for following the Sept. 11, 2001, attack on the Pentagon.

September 11, 2001

The Recruiter Journal (ISSN 0747-573X) is authorized by AR 360-1 for members of the U.S. Army. Contents of this publication are not necessarily official views of, or endorsed by, the U.S. Government, Department of Defense, Department of the Army, or the U.S. Army Recruiting Command. It is published monthly using offset printing by the Public Affairs Office, U.S. Army Recruiting Command, ATTN: RCAPA-PA, Building 1307, Third Avenue, Fort Knox, KY 40121-2726; telephone DSN 536-0167, commercial (502) 626-0167, fax (502) 626-0924. E-mail Address: **RJournal@usarec.army.mil**. Printed circulation: 13,500.

Commanding General - MG Dennis D. Cavin
Public Affairs Officer - S. Douglas Smith
Editor - Pearl Ingram
Associate Editor - Dottie Pack
Associate Editor - Beverly Harrison
Cover Design - Joyce Knight
Deadline for submission of material is the first of the month prior to publication.

Periodicals postage paid at Fort Knox, Ky., and at additional mailing office.
POSTMASTER - Send address changes to:
Cdr, U.S. Army Recruiting Command
ATTN: RCAPA-PA (Recruiter Journal)
1307 Third Avenue
Fort Knox, KY 40121-2726

Back Cover Photo: Firefighters and military personnel unfurl a large American flag from the roof of the Pentagon during the Sept. 12, 2001, visit of President George W. Bush to the site of the previous day's terrorist attack. (DoD photo by R. D. Ward)

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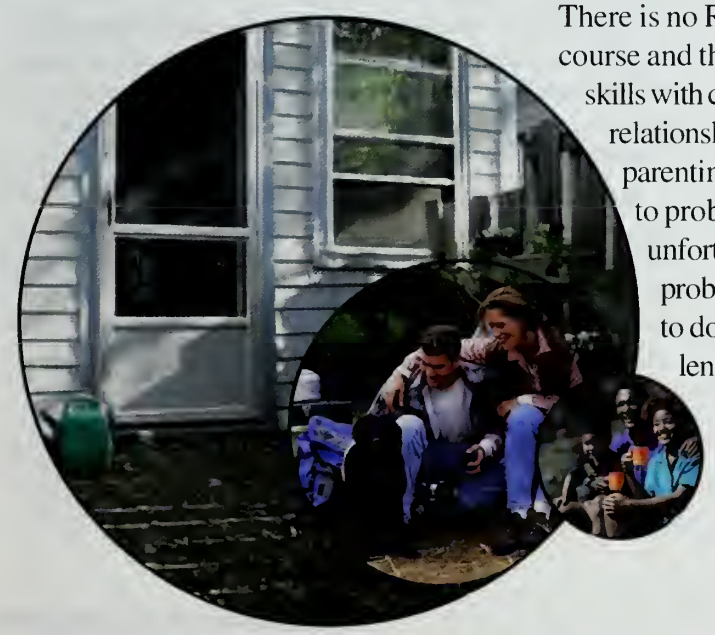
The TAC will offer access to the USAREC Training Division. Using a "Problem Management System," callers will be interviewed for specific information concerning training needs and requests. The TAC mentor will be able to design customized training solutions.



United States Army Recruiting Command

RTAC

Recruiter Training Assistance Center

Resource Consultants Inc.

BedRock

From the Commander

Today, America is reassured and confident in the strength and character of its Army. Following the unprecedented destruction suffered in New York City and Washington, D.C., September 11, we remain a steadying influence in our communities as we have for the past 226 years. America needs a strong vibrant Army that will take this tragedy in stride and respond as our National Command Authority directs — decisively and with a sense of purpose characteristic of this great institution. USAREC is an integral part of maintaining that confidence as we recruit young men and women for the task ahead. Your presence, hard work, and commitment are vital to our Army's strategy and at no time is that more important than now during Operation Noble Eagle. We need you visible in the community, focused on your mission, knowledgeable, and confident.

Even as this tragedy was thrust on America, the Army was celebrating the fact that USAREC had achieved our ACCESSION mission for the SECOND YEAR in a row. A BIG HOOAH!! Just one week prior on September 4, the Secretary of the Army and I participated in a ceremony announcing our Regular Army success and pending success in the USAR. On September 21 we fulfilled that promise and achieved our USAR mission of 34,910. During the Washington ceremony, I had the privilege of enlisting a very sharp young man from San Antonio, Texas, as our regular Army's 75,800th enlistee. I also made it abundantly clear to the gathered officials and press corps that the single most critical factor in USAREC's success was the officers, noncommissioned officers, Department of the Army civilians and families who MADE IT HAPPEN. The media, however, chose to focus on the impact of our new advertising campaign as the dominant influence in our success. We are indeed very pleased with the Leo Burnett, Army Brand Group, and USAREC Advertising and Public Affairs team's great work. The Army of One campaign is succeeding, but let no one mistake the fact that soldiers and civilians wearing the USAREC patch were the critical element of success.

In addition to making the RA and USAR accession mission for FY 01, USAREC achieved solid successes in AMEDD production, special programs recruiting, DEP LOSS reduction, and for the first time since 1992 met the Army's targets for one of our most essential accession missions—11X MOS. The Infantry MOS is the backbone of Army recruiting efforts and with 19D and 13B must be recruited at the target levels. BOTTOM LINE: USAREC's success is tied inextricably to READINESS of the force.

As I mentioned, USAREC made the ACCESSION mission; however, we did not achieve the required contract mission — a must in order to be judged totally successful. I realize more than you may believe that there is confusion between accomplishing the accession mission and failing to achieve the assigned contract mission. You may ask, how is it that the Army can be successful, but individual recruiters, stations, and companies did not achieve their objective? The contract mission includes not only the accession mission, but also the ever-important entry DEP for the upcoming fiscal year and along with a predetermined number of contracts based on historical DEP loss rate. Unfortunately, the DEP loss rate this year was higher than the regulatory 10 percent.

MG Dennis D. Cavin

Consequently, there are those who came close to achieving mission box, have a top notch DEP management program, but still did not "BOX" – our symbol of success. Knowing many of you feel frustrated not sharing in the Army's success, we have redefined success to be more consistent with our mission process.

In consultation with my senior advisors and many of you, I have altered the definition of success for the year-end closeout. Recruiting stations still have a contract mission that includes a number representative of the historical DEP loss; however, your success will be judged against the regulatory 10 percent DEP loss rate. Those who meet your gross mission in all categories and have a 10 percent DEP loss rate or lower are doing exactly what we want and therefore should be judged as successful. Gross mission box with a 10 percent DEP loss rate is success! I see no reason your success should be judged by others' failures in DEP loss management. I sincerely believe this initiative will allow for many more to share in "SUCCESS." I will evaluate the process before determining if we will continue this effort throughout FY 02.

Unfortunately, the uncertain demands on the nation and its military will not be resolved for some time. Our focus must now shift to the FY 02 mission we have been given – to access 76,800 Regular Army and 30,867 USAR soldiers. To achieve success we must write 104,000 RA contracts. My strategy for achieving our FY 02 mission is to get out of "In and For" recruiting by rebuilding the DEP. We must smooth the flow of accessions by achieving "contract" mission and push into the bathtub months, achieve 20,656 contracts in the combat MOSs, and build an FY 03 EDEP of 27,700 with 15,900 placed in the 1st quarter.

In FY 02 we must demonstrate significant improvements in the college and grad market and continue to expand the Hispanic market. If we achieve these goals we will meet the Army's needs by smoothing out the bathtub months and filling more MOSs above 95 percent. Again, this all equals readiness of the force.

I am committed to making the FY 02 mission and making more recruiters, station commanders, and battalions successful. I am confident that this will contribute to creating a much more positive work environment, Goal No. 2 of my nine goals for USAREC. SUCCESS breeds SUCCESS.

I would like to extend a special "Thank You" to your families. Their commitment, loyalty, and understanding throughout the year are immeasurable. I would also like to ask family members to view the Annual Training Conference video at their battalion conference. We have included information for them in the video.

Be proud of your accomplishments. Soldiers, noncommissioned officers, and Department of the Army civilians of USAREC made our success possible. Thank you for making a positive difference! Now let's get at the task of closing out FY 02 even earlier than we closed out FY 01. God Bless you and your families!!!

CSM Roger Leturno

I accompanied MG Cavin on September 4 to Washington, D.C., where he swore in the 75,800th enlistee. With this conference/ceremony, the Army once again declared recruiting success. This is the result of competent, confident, and hard working Army recruiters. USAREC truly has some of this Army's finest noncommissioned officers. Job well done.

In August the command held its second Sergeant Audie Murphy Club board at Fort Knox. We boarded 31 noncommissioned officers in a marathon session that lasted two days. All the candidates were top notch, but only nine were selected. They were clearly standouts among their peers. The winners were male and female NCOs. They had performed their duties exceptionally, demonstrated a very high level of professionalism and military bearing as well as knowledge of soldier skills. They made a difference in the lives of those they touched. They're leaders. Any soldier would be lucky to be mentored by them. My congratulations to the winners and thanks for what they do every day.

The board also surfaced some areas that concern me. First is the NCO Creed, our code of conduct. It's what we're all about. Yet it is plain to me too few of our noncommissioned officers know all four paragraphs. This is not a need to know, it's a must know, and I expect every NCO to learn it and not just for boards.

I was disappointed in that so few noncommissioned officers knew the NCO Vision Statement. "An NCO Corps, grounded in heritage, values and traditions, that embodies the warrior ethos; values perpetual learning; and is capable of leading, training and motivating soldiers." We must always be an NCO Corps that leads by example, trains from experience, maintains and enforces standards, takes care of soldiers, and adapts to a changing world. Sound familiar? It should, I asked our leaders to ensure this be displayed in every recruiting station several months ago.

I was very surprised at the noncommissioned officers who were not sure what to do at the playing of the Army song. Everyone got the stand-to-attention correct but very few knew they should sing and only a handful knew the words. The verse and refrain most used at Army functions is as follows.

First to fight for the right,
and to build the nation's might,
and the Army goes rolling along.
Proud of all we have done,
fighting till the battle's won,
and the Army goes rolling along.
Chorus:
Then it's Hi! Hi! Hey!
the Army's on its way.
Count off the cadence loud and strong!
For where'er we go,
you will always know,
that the Army goes rolling along.

Learn these words and sing them proudly whenever you here the Army song. It's part of our tradition.

Additionally there are still those among us who have yet to read FM 22-100. Some still thought FM 22-101 was the reference for counseling. They didn't know it was rescinded. Several soldiers weren't clear on the number of authorized service stripes for their uniform. Others weren't sure how to wear the Army Superior Unit Award or why USAREC was awarded it.

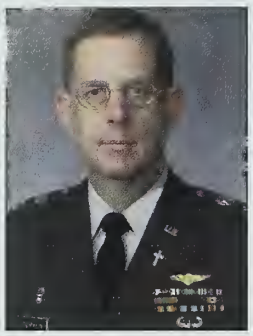
This is command information. It's been forwarded to every level in various formats. We should know this stuff. Share this article with other soldiers. They might learn something.

I borrowed the paragraph below from a speech delivered a year ago by the CSA. That speech could have been given today. Surely today's audience would have had a greater appreciation given the events of September 11. Our hearts are saddened by the loss of so many lives. They will be remembered, and we will not forget by what means their lives were taken. As of this writing, our leaders have yet to commit troops in response to the attack on America. If or when we do, the American soldier will be ready and willing.

"When the book of Isaiah asks, 'Who will go for us?' The American soldier answers, 'Here I am, send me!'" And make no mistake, when called upon, we will respond. We will fight and we will win. There is no better fighting force in the world today — fully manned, well equipped, highly motivated, and competently led. Our soldiers are the finest Americans you will find anywhere — dedicated, disciplined, proud, tough, and compassionate. They are on point for the Nation around the globe, and in the face of significant challenge, they are training hard every day to be ready for the greater complexities in today's strategic environment. And in responding to those complexities for the past 10 years, the American soldier has provided us far more readiness than the Nation has paid for. Providing that intensity of full spectrum readiness has taken significant effort by the Army and unusual commitment by its soldiers and families. It has been the heart of the American soldier and the devotion of family members that has kept us in the hunt."

Mission accomplished in 01, but the greater challenge may yet be ahead. Good recruiting.

Chaplain's Motivational Notes



by Chaplain (LTC) Jim Stephen
HQS USAREC

"I wonder if it will turn out all right"

"I wonder if it will turn out all right." It is a familiar question. No matter what our age or circumstance, life brings challenges that cause us to wonder if all will be well. In our era, the uncertainties include global concerns about warfare, terrorism, pollution, safety, financial markets, and family stability. The recent catastrophic events of our nation make us wonder if life will ever be the same again. The rapid changes in technology and lifestyle can also make us occasionally feel off balance. The daily news can make us pause, questioning if anything can be well in such a time as ours — a world replete with acts of violence, emotional tumult, strident voices, and economic woes.

For most of us, the concerns that puzzle us are far more personal. A recruiter worries about an applicant passing a test or physical. A father frets over a feverish child. A mother is nervous about whether her son will be called upon to fight a war. A teenager worries about his performance in the school play. A new employee anxiously begins her first day on the job. A grandmother lies awake in the night, worrying about the surgery she faces. In these and hundreds of daily situations, we wonder if it will turn out all right.

Others living in equally stressful times have left us words of counsel. The prophet Moses reminded his people, "Be strong and of a good courage." Many stabilizing influences give us reason to move forward with strength and courage. Spring comes, usually on schedule, handing all of us a garland of blossoms that reminds us how beautiful the world can be. Graduation launches a new generation of eager youth into the world. A child learns to walk, showing us how much we have already learned. A wedding anniversary validates the strength of loving commitments. A community group cleans a busy highway, investing their time and labor in a common good.

These daily events quietly demonstrate that we have reason to feel things can be well and live with courage. Through these simple occurrences, we find hope for our communities, faith in the essential goodness of most of our fellow travelers on earth, joy in our own families and friends.

In the recruiting world, help your children to find strength in the regular things of life. A family meal, going to school, quality time on a Sunday afternoon can give your child a sense of stability. A phone call during the day to a spouse or family member brings reassurance while reconnecting sacred bonds.

We may worry about the uncertainty of our days, but we have many reasons to be strong and courageous. The ordinary acts of good people encourage us to believe that everything will turn out all right.

Share with me your insight at: **James.Stephen@usarec.army.mil.**

Army meets recruiting goal early

By Joe Burlas, Army News Service

A former high school national honors student recently helped the Army meet its active-duty recruiting goal almost a month early.

Rodrigo Vasquez III, a 20-year-old from Karnes City, Texas, became the Army's 75,800th recruit for the fiscal year when MG Dennis Cavin, Army Recruiting Command commanding general, administered his enlistment oath during a Pentagon press briefing Sept. 4.

After stating the Army Reserve and National Guard were on track to meet their recruiting goals before the end of September, Secretary of the Army Thomas E. White announced that both the active and reserve components had met their re-enlistment goals for the year.

"These are remarkable achievements and a testament to the effort of a number of people and organizations," White said. "I mean think about this — the Army accesses 75,800 people every year. There is not a corporation on the face of the Earth that comes anywhere close to that kind of manpower recruiting on an annual basis, not to mention what we do in the Guard and the Reserve."

The U.S. military recruits approximately 170,000 young men and women annually across all services.

The Army met all its recruiting goals, including 80,000 recruits for the active Army, just days prior to the close of the fiscal year last year, following several years of failing to hit one or more of its marks in the active and reserve components.

The significance of the Army meeting the active-duty recruiting goal is important, noted White, because there have been problems meeting the goal in recent years and it leaves a robust pool of 18,000 Delayed Entry Program recruits who have signed enlistment contracts to come on active duty next year. That pool has historically been raided toward the end of each fiscal year to help narrow recruiting shortfalls.

MG Dennis Cavin, USAREC Commanding General, administers the enlistment oath to Rodrigo Vasquez III, during a Pentagon press briefing Sept. 4. Vasquez's mother Genoveva Vasquez and Army Secretary Thomas White stand as witnesses at the ceremony. (U.S. Army photo by SGT Carmen L. Burgess)

While the secretary recognized many groups for their contribution in making this year's recruiting goal, including its marketing partner, Chicago-based Leo Burnett Company, he gave the lion's share of credit to the Recruiting Command and the new "Army of One" advertising campaign which replaced "Be All You Can Be" in January. He called recruiters dedicated professionals and the vanguard of "motivated missionaries" who promote the Army and its many opportunities all across America.

"I like to say I'm a recruiter; the chief's a recruiter. We're all recruiters in the Army of One," White said. "We're out spreading the good word, recruiting in big cities, small towns, wherever (we) can appeal to young Americans who want to join a winning team — the United States Army."

As far as the new ad campaign goes, White said, "the proof is in the pudding," or in this case, in independently verified statistics:

Internet activity at the Army's recruiting website, www.goarmy.com, is up 238 percent over the previous year with an average of 26,000 visits daily.

Valid recruiting leads from the Web site are up 81 percent compared to 2000.

Total leads are up 21 percent from 435,000 in 2000 to more than 530,000 this year.

The number of enlistment contracts resulting from recruiting leads are up 43 percent over last year.

Despite this year's successes, White said he isn't ready to let the Recruiting Command rest on its laurels.

"Like I said, we have to bring in 75,000 people, or north of that number, every year," White said "So it's always going to be, 'What have you done for me lately?'"

Tribute to LTG Timothy Maude and SGM Larry Strickland

By Dottie Pack, USAREC APA

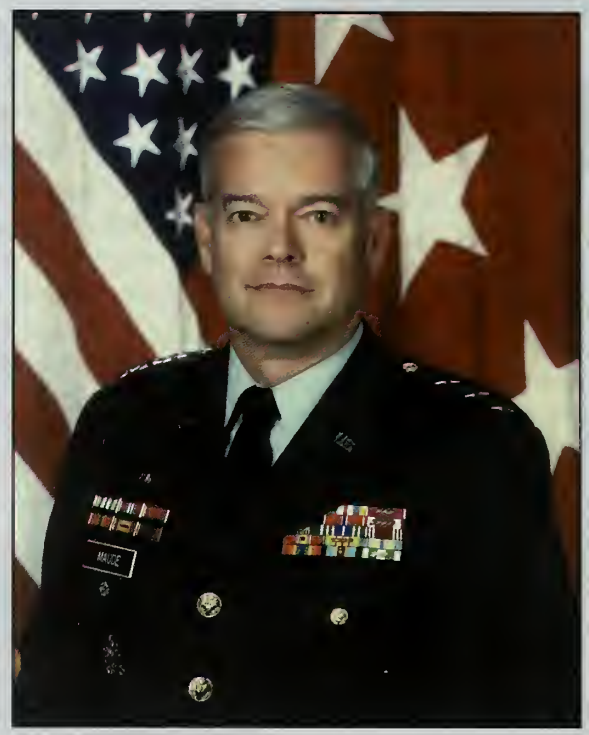
LTG Timothy J. Maude was killed and SGM Larry L. Strickland is listed as unaccounted for as a result of the terrorist strikes on September 11, 2001, when a plane crashed into the side of the Pentagon.

According to the Army Times, Maude, Army personnel chief, was conducting a routine meeting with members of his staff and representative of the Total Army Personnel Command during the attack. The DCSPER executive suite – Room 2E466 – was along the outer wall of the Pentagon, in the general vicinity of the heliport. Sources said the executive suite was "ground zero" for the terrorist strike.

Maude became the Army's chief of personnel in August 2000, with more than 34 years of service at every level of command and staff. Maude had dealt with a myriad of personnel issues while company commander at a regional personnel center and an HHC; a battalion commander with the 1st Battalion, Troop Brigade, Fort Benjamin Harrison, Ind.; and the commander, Enlisted Records and Evaluation Center.

As a general officer, he had held positions as J-1, European Command; Director, Enlisted Personnel Management, Total Army Personnal Command; Deputy Chief of Staff for Personnel, US Army Europe; Director, Military Personnel Management; and Assistant DCSPER.

According to the Army Times, Maude considered his major challenge to be that of transforming the business practices the Army uses to deliver services to soldiers and their families. Maude launched Personnel Transformation, a three-pronged effort involving the fielding of information systems. One of the objectives of this transformation is Army Knowledge Online, the service's Internet portal. Maude made it mandatory that all military and civilian personnel register. It will allow individuals access to their personnel files via computer. Soldiers will be able to audit their official files, as well as submit assignment-preference statements and a variety of other personnel actions.



LTG Timothy J. Maude, DCSPER

Strickland, an Adjutant General Corps soldier, was Maude's senior enlisted assistant. He was well known for his role in the development and eventual adoption of the new Servicemembers Opportunity Colleges Army Degree Builder program for noncommissioned officers. Strickland was scheduled to retire later this year.

Retired SGM Frank Shaffery, currently the Deputy Director, Recruiting Operations, HQ USAREC, worked with Strickland while assigned as the Senior Recruiting Policy NCO in ODCSPER. "SGM Strickland represented the enlisted soldiers and as such would always mention the hard work and duty that recruiting demanded," said Shaffery. "He recognized the caliber and qualities required to be a recruiter and conveyed this to the Sergeant Major of the Army during any updates on recruiting." Shaffery also said that he could always count on Strickland's support when there were issues or policy decisions that would affect the Recruiting Command.

"His service to our nation and to the Army will be missed," said Shaffery, "but his contributions to the betterment of the Army will last forever."

Names of Army personnel killed and unaccounted for (as of Sept. 24)

Ms. Samantha Allen, DA civilian, 36, Hillside, Md.
SPC Craig Amundson, U.S. Army, 28, Kan. (killed)
MSG Max Beilke, U.S. Army (Ret.), DA civilian, 69, Laurel, Md.
Ms. Carrie Blagburn, DA civilian, 48, Temple Hills, Md.
LTC Canfield D. Boone, U.S. Army, 54, Ind. (killed)
Ms. Donna Bowen, DA contractor, Verizon Communications
SFC Olmedo Jose Orlando Calderon, U.S. Army, 44, Puerto Rico
Ms. Angelene Carter, DA civilian, 51, Forrestville, Md.
Ms. Sharon Carver, DA civilian, 38, Md. (killed)
Mr. John J. Chada, DA civilian, 55, Manassas, Va.
Ms. Ada M. Davis, DA civilian, 57, Camp Springs, Md.
LTC Jerry D. Dickerson, U.S. Army, 41, Miss.
Ms. Amelia V. Fields, DA civilian, 36, Dumfries, Va. (killed)
Dr. Gerald Fisher, DA contractor, Booz-Allen and Hamilton
Mr. Cortez Ghee, DA civilian, 54, Reiserstown, Md. (killed)
Ms. Brenda C. Gibson, DA civilian, 59, Falls Church, Va.
Mr. Ronald F. Golinski, DA civilian, 60, Columbia, Md.
Ms. Diane Hale-McKinzy, DA civilian, 38, Alexandria, Va. (killed)
Ms. Carolyn B. Halmon, DA civilian, 49, Washington, D.C.
Ms. Sheila Hein, DA civilian, 51, University Park, Md.
MAJ Wallace Cole Hogan Jr., U.S. Army, 40, Fla. (killed)
Mr. Jimmie Holley, DA civilian, 54, Lanham, Md.
Ms. Peggie Hurt, DA civilian, 36, Crewe, Va. (killed)
LTC Stephen Neil Hyland, Jr., U.S. Army, 45, Calif. (killed)
SGT MAJ Lacey B. Ivory, U.S. Army, 43, Mo. (killed)
LTC Dennis M. Johnson, U.S. Army, 48, Wis. (killed)
Ms. Brenda Kegler, DA civilian, 49, Washington, D.C.
Mr. David W. Laychak, DA civilian, 40, Manassas, Va. (killed)
MAJ Stephen V. Long, U.S. Army, 39, Ga. (killed)
Mr. Terrance Lynch, DA contractor, Booz-Allen and Hamilton
Ms. Teresa M. Martin, DA civilian, 45, Stafford, Va. (killed)
Ms. Ada L. Mason, DA civilian, 50, Springfield, Va. (killed)
LTC Dean E. Mattson, U.S. Army, 57, Calif. (killed)
LTG Timothy J. Maude, U.S. Army, 53, Indianapolis, Ind. (killed)
Mr. Robert J. Maxwell, DA civilian, 53, Manassas, Va. (killed)
Ms. Molly McKenzie, DA civilian, 38, Dale City, Va.
MAJ Ronald D. Milam, U.S. Army, 33, Okla. (killed)
Ms. Odessa V. Morris, DA civilian, 54, Upper Marlboro, Md.
Mr. Ted H. Moy, DA civilian, 48, Silver Springs, Md. (killed)
Ms. Diana B. Padro, DA civilian, 55, Woodbridge, Va. (killed)
SPC Chin Sun Pak, U.S. Army, 24, Oklahoma
CPT Clifford L. Patterson, U.S. Army, 33, Alexandria, Va. (killed)
Mr. Scott Powell, DA contractor, BTG Inc. (killed)
Ms. Deborah A. Ramsaur, DA civilian, 45, Annadale, Va. (killed)
Ms. Rhonda S. Rasmussen, DA civilian, 44, Woodbridge, Va.
Ms. Martha M. Reszke, DA civilian, 36, Stafford, Va.
Ms. Cecelia E. Richard, DA civilian, 41, Fort Washington, Md.
Mr. Edward V. Rowenhorst, DA civilian, 32, Fredricksburg, Va. (killed)
Ms. Judy Rowlett, DA civilian, 44, Woodbridge, Va.

Mr. Robert Russell, DA civilian, 52, Oxen Hill, Md. (killed)
CWO William R. Ruth, U.S. Army, 57, Md. (killed)
Ms. Marjorie C. Salamone, DA civilian, 53, Springfield, Va. (killed)
LTC David M. Scales, U.S. Army, 45, Cleveland, Ohio
Ms. Janice Scott, DA civilian, 46, Springfield, Va.
Mr. Michael L. Selves, DA civilian, 54, Fairfax, Va.
Ms. Marian H. Serva, DA civilian, 47, Stafford, Va.
Mr. Don Simmons, DA civilian, 58, Dumfries, Va.
Ms. Cheryle D. Sincock, DA civilian, 53, Dale City, Va.
LTC Gary F. Smith, U.S. Army (Ret.), DA civilian, 55, Alexandria, Va. (killed)
Ms. Patricia J. Statz, DA civilian, 41, Tacoma Park, Md.
Ms. Edna L. Stephens, DA civilian, 53, Washington D.C. (killed)
SGM Larry L. Strickland, U.S. Army, 52, Wash.
MAJ Kip P. Taylor, U.S. Army, 38, Mich. (killed)
Ms. Sandra C. Taylor, DA civilian, 50, Alexandria, Va.
SGT Tamara C. Thurman, U.S. Army, 25, Ala.
Mr. Willie Q. Troy, DA civilian, 51, Aberdeen Proving Ground, Md.
LTC Karen J. Wagner, U.S. Army, 40, Texas (killed)
Ms. Meta L. Waller, DA civilian, 60, Alexandria, Va.
SSG Maudlyn A. White, U.S. Army, 38, Christianstead, St. Croix, Virgin Islands (killed)
Ms. Sandra L. White, DA civilian, 44, Dumfries, Va.
Mr. Ernest Willcher, DA contractor, Booz-Allen and Hamilton
MAJ Dwayne Williams, U.S. Army, 40, Ala. (killed)
Mr. Edmond Young, DA contractor, BTG Inc. (killed)
Ms. Lisa L. Young, DA civilian, 36, Germantown, Md.

Courage, Candor, Comp

By MSG David Rosenfeld, Training Division, Recruiting Operations Directorate

This command has just held the Sergeant Audie Murphy Club Board at Headquarters, USAREC. Every day this command is charged to provide the strength to our Nation's Army. There is no doubt why we are able to do that after spending time with these outstanding soldiers and leaders. It was truly inspiring to have the opportunity to talk with the noncommissioned officers appearing before this board.

While no two people can have the exact same leadership style, the traits that motivate these soldiers, NCOs and leaders are the same as they were 20 years ago. **Courage**, **Candor**, **Competence**, and **Commitment** were the watchwords of the NCO corps for many years. These same words should be the rules that govern how we recruit today.

Courage, the ability to face dangers without fear. Moral courage, as defined by FM 22-100 (2-36) is the willingness to stand firm on your values, principles, and convictions — even when threatened. It enables leaders to stand up for what they believe is right, regardless of the consequences. Leaders who take responsibility for their decisions and actions, even when things go wrong, display moral courage. Courageous leaders are willing to look critically inside themselves, consider new ideas, and change what needs changing.

The ability of the station commander to lead troops requires the courage to explore new markets and possibly suffer a short-term pitfall for the betterment of the organization in the long run. If the station has not penetrated the college market, and the station commander makes a conscious, knowledgeable decision to prioritize college-recruiting efforts at the possible expense of his high school program, this is a courageous decision. Now, I'm not advocating that station commanders allow the station to fail. However, this way, the station is going to tap an otherwise untapped market and still have the ability to work the known market, the high school.

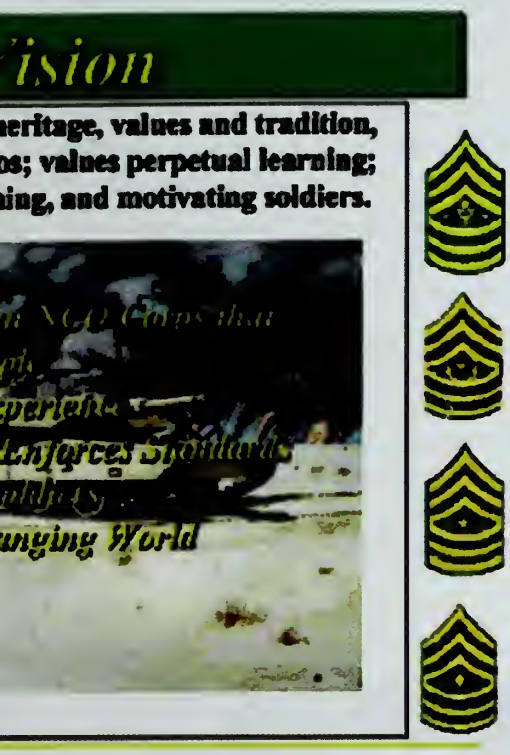
Candor, frankness of expression. FM 22-100 (2-38) tells us candor means being frank, honest, and sincere with others while keeping your words free from bias, prejudice, or malice. Candor means calling things as you see them, even when it's uncomfortable or you think it might be better for you to just keep quiet. It means not allowing your feelings to affect what you say about a person or situation. A candid commander calmly points out the mistakes of subordinates. Likewise, the candid subordinate respectfully points out when the commander's pet project isn't working and they need to do something different. For trust to exist between leaders and subordinates, candor is essential. Without it, subordinates won't know if they've met the standard and leaders won't know what's going on. Commanders, from the station level up, are not fail proof. It is understood that quite a lot of the soldiers in this command have extensive knowledge on battlefield operations and battle staff. It is ok to have a difference of opinion on tactics, techniques and procedures. It is ok to voice those opinions with candor, doing so with tact, should never be held against you. Your candor may be the forbearer of the organization's success. But never forget the commander is just that, the commander, and as such, is the final decision making authority.

Effectively Counsels & Mentors Subordinates
Maintains an Outstanding Personal Appearance
Disciplined Leaders Produce Disciplined Soldier

All applicants demand candor from their recruiters, and rightfully so. They want to fully understand the contractual commitment they are about to undertake as well as what will be expected of them in basic training and later in their unit. A large number of recruiters understood this a long time ago. They trained *their soldiers* on what has now been adapted as the pre-basic training task list. Why should a noncommissioned officer have to be told that teaching their soldiers the three general orders is a good idea?

etence and Commitment

Competence, legally qualified to perform an act. Again, FM 22-100 (2-106) states for you as an Army leader, competence means much more than being well trained. Competence links character (knowing the right thing to do) and Leadership (doing or influencing your people to do the right thing). Leaders are responsible for being personally competent, but even that isn't enough: as a leader, you're responsible for your subordinate's competence as well. The Recruiting and Retention School at Fort Jackson instills the basics of recruiting into our new recruiters. The key word there is basics. It is the obligation of the station commander to demonstrate Competence by using USAREC Pam 350-2, the New Recruiter Program, and taking the new recruiter through "AIT." Across the command, station commanders tell their soldiers to "forget what they taught you at the RRS, I'm going to show how to really do it." Yet, when the UP 350-2 is inspected, it's blank. If you are going to train your soldiers, demonstrate what you direct them to do (take credit for their work), and fill out the book and document your (and the new recruiter's) planning guide.



Jack L. Tilley
12th Sergeant Major of the Army

Recruiters must continuously improve their level of competence through self-development. Keeping in tune with message traffic, regulation changes and legislation are vital to the recruiting effort. If the Marine Corps recruiter is more technically in tune to what the Army offers than our recruiters are, we will lose the sale to the Corps.

Commitment, to be responsible for and obligate oneself. FM 22-100 does not outrightly define commitment; however, we see clear examples of it throughout the text. The "Rusty Rifles Incident" is one of the best known examples. While SFC Jackson's soldiers were patriots, they displayed no commitment to their equipment. The very things that kept them alive in the jungle were the things being neglected. On the other hand, SFC Jackson demonstrated inspiring commitment to his soldiers by taking the hard road. He withheld their R&R time until his soldiers met the standard. Each of them grew as individuals and as a team. When our command shifted from an individual mission to station mission, we placed the leadership burden back to where it should have always been, on the station commander. The first line leader is always tasked with identifying the strengths and weaknesses of their organization. They are additionally charged with training their soldiers to standard. Tank drivers are members of a four-man team, they do not operate alone. The driver does not make the decision where to go or when independent of his team. The tank commander cannot simultaneously drive the tank and perform his leadership duties. The team needs the gunner to keep them alive and the gunner cannot shoot without the rounds loaded by the loader. The loader is the new guy on the team and only knows what he learned in AIT. Without the leadership of the tank commander and the mentoring of the crew, the team will not operate. And that one tank is but one in a team of many. Scouts never go out alone, neither do supply sergeants. Hence, recruiters are now working in teams as well. Our field force is visiting high schools and colleges together. Army and Army Reserve recruiters are working as teams and penetrating markets that months ago had never been exposed to the Army. The result is this command being a success.

Courage, Candor, Competence and Commitment. None of this information is new to you. However, occasionally a reminder of issues critical to the success of our organization is energizing. Witnessing the dedication of the NCOs appearing before this board has enlightened our understanding of "Be, Know, Do." Their demonstration of Courage, Candor, Competence and Commitment makes each of them, sergeant through sergeant first class, a positive role model. They exemplify the ideology that only we, the noncommissioned officer, will accomplish our recruiting mission, for ***"No one is more professional than I."***

New Deputy Commanding General welcomed at USAREC retreat ceremony

BG Bernardo C. Negrete was welcomed in a retreat ceremony held on USAREC's Flagg Field August 17. Negrete is now the Deputy Commanding General (West).

He graduated in 1973 from the ROTC program at Vanderbilt University in Nashville, Tenn.

Following commissioning and the Infantry Officer Basic Course, he served in the following assignments: 101st Airborne Division (Air Assault), Fort Campbell, Ky., as a rifle platoon and support platoon leader in 2d Battalion (Airborne), 503d Infantry; 2d Infantry Division, Korea, as an aero weapons section leader and aero rifle platoon leader in 4th Squadron, 7th Cavalry; 82d Airborne Division, Fort Bragg, N.C., as an assault helicopter platoon commander, attack helicopter platoon commander, assistant S-3 (Flight Operations) and commander, HHC, 82d Combat Aviation Battalion; Joint Special Operations Command, Fort Bragg, N.C., as the aide-de-camp to the Commanding General; 82d Airborne Division, Fort Bragg, N.C., as Commander, D Company (Attack), 82d Combat Aviation Battalion; Headquarters, U.S. Army Europe, Germany, as a ground liaison officer; VII Corps, Germany, as the S-3, 223d Aviation Battalion; Joint Special Operations Command, Fort Bragg, N.C., as Air Operations Officer, J-3; 82d Airborne Division, Fort Bragg, N.C., as the XO, 82d Aviation Brigade; 82d Airborne Division, Fort Bragg, N.C., as the commander, 2d Battalion, 82d Aviation; Fort Eustis, Va., as the Director, Flight Concepts Division; 3d Infantry Division (Mechanized), Hunter Army Airfield, Ga., as Commander, Aviation Brigade; U.S. Army South, Fort Clayton, Panama; and later Fort Buchanan, Puerto Rico, as Chief of Staff and Deputy Commander for Operations.

He comes to the Recruiting Command from Fort Bragg, N.C., where he was the Assistant Division Commander for Support, 82d Airborne Division.

During his career, Negrete has deployed to numerous areas around the world in support of combat operations, to include Grenada, El Salvador, Panama, Southwest Asia and Haiti.

He is a graduate of the Infantry Officer Basic and Advanced Courses, the Officer Rotary Wing Aviator Course, the Armed Forces Staff College, and the U.S. Army War College. He received his Bachelor of Arts degree in Political Science from Vanderbilt University.

His awards and decorations include the Legion of Merit with two oak leaf clusters; Bronze Star Medal with oak leaf cluster; Defense Meritorious Service Medal with oak leaf cluster; Meritorious Service Medal with three oak leaf clusters; Air Medal; Joint Service Commendation Medal with oak leaf cluster; Army Commendation Medal; Army Achievement Medal; Air Force Achievement Medal; the National Defense Service Medal with Star; Armed Forces Expeditionary Medal with Silver Star; Southwest Asia Service Medal with two bronze stars; Army Service Ribbon; Overseas Service Ribbon with numeral 4; both Kuwaiti Liberation Medals; Expert Infantryman Badge; Senior Army Aviator Badge; Master Parachutist Badge; Military Free Fall Parachutist Badge; Air Assault Badge and the Ranger Tab.

During his first week as Deputy CG (West), BG Negrete held his first award ceremony and presented the recruiter ring to SFC Robert A. Norris from the Nellis, Las Vegas Recruiting Station. Pictured above with BG Negrete are Norris' wife and son, Karen and Alex. ***(photo by Richard Montgomery, 6th Bde APA)***

RCMF 101 – Marriage and family training for recruiting families

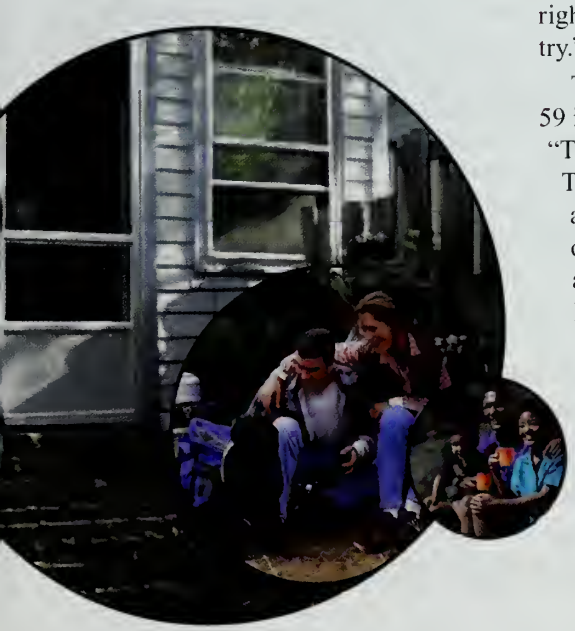
By Jack Nix, Family Advocacy Program Manager

Did you take Marriage and Family 101 in high school or college? If not, you are like most of us, if not all of us, who learned about marriage and family relationships from the family we grew up in as a child. Good or bad – we interact with our spouses and children in many of the same ways that we observed in our childhood homes.

Well, there is no RCMF 101 course, but there are many resources and programs available to assist couples and families with communication, relationship, and parenting skills. The absence of these skills can lead to problems – unfortunately these problems may lead to domestic violence.

October is the Domestic Violence Prevention Month in the Department of Defense. DOD is turning its attention to domestic violence, just as the military fought discrimination and drug and alcohol abuse in its ranks. Domestic violence is another social ill that destroys families, scars children, and ultimately affects military readiness. Congress mandated the development of the Defense Task Force on Domestic Violence to study DOD's response to this troubling issue within the military community.

Three themes have been approved for DOD use during 2001 Domestic Violence Prevention Month:



- "You Can Be Both: Dedicated Soldier, Loving Spouse" – it is not an 'either or' relationship.
- "Support Your Neighbor: Domestic Violence is Not a Private Matter" – calls for everyone to get involved in reporting domestic violence; it is a matter of helping others by contacting those who can protect and counsel families.
- "Peace At Home: Key to a Great Career" – just as the 'grunt' or 'tanker' cannot think clearly about his mission on the battlefield, a recruiter cannot put forth his best effort if there are problems on the homefront.

DOD's Task Force on Domestic Violence says the military must make it clear that domestic violence often involves criminal behavior and challenge commanders to intensify efforts to prevent it. In the military, "family" ranks right up there with "duty, honor, country." Strong families mean ready forces.

The Task Force labeled the first of its 59 ideas – the zero-tolerance memo – "The Mother of All Recommendations." The Task Force report calls on DOD to address domestic violence as it has other social problems that can adversely affect national security. DOD's "zero tolerance" policies have significantly reduced alcohol and drug abuse.

The Task Force recommended changes to the current DOD Family Advocacy Program that will:

- Focus on preventing domestic violence in the military.
- Make DOD policies, practices, and programs more consistent and effective in providing victim safety, offender, and program accountability.
- Provide military leaders with better tools for preventing and intervening with domestic violence.
- Improve reporting coordination and communication between DOD and the civilian community.

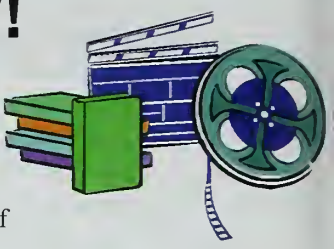
The Task Force found an across-the-board lack of awareness of the 1996 Lautenberg Amendment and its ramifications on military careers. The law prohibits anyone convicted of domestic violence from bearing a firearm.

The Task Force found that military spouses are usually unaware of the DOD Transitional Compensation Program, which provides financial and other support for victims. Many victims fail to report abuse because they fear damaging their military spouses' careers and losing the family's income and government housing.

If you are in an abusive relationship and need assistance, contact the Family Advocacy Program point of contact at your brigade or USAREC Headquarters. The FAP may also be contacted through the battalion/brigade soldier and family assistance program manager, military medical treatment facility, military security, or your command.

October is National Domestic Violence Prevention Month

Take Two! Revisiting HRAP Safety!



By John Kolkman, USAREC Safety Office

On November 17, 2000, at 2:00 a.m., USAREC had a Hometown Recruiter involved in an accident that resulted in the arrest of the soldier and the death of a passenger. The details of the accident are still vague because of an ongoing investigation, but we can discern some facts that are directly related to the accident. The soldier was young, 18, and alcohol, excessive speed, and lack of good judgement contributed to the death of one of his two passengers.

Even though the unit followed the guidelines for safety briefings and instructing the soldier, the accident could not be prevented. We can use hindsight to say that someone or something could have prevented the tragedy, but it doesn't negate the fact that his command followed the rules, and he still made bad choices. A certain amount of personal responsibility lies with the soldier. The question now is, what did we learn, and how can we apply it? There are many factors that come into play when an accident happens.

Age is a very important factor, if you look at most soldiers' mindset after graduation from Basic Training and Advanced Individual Training, they presume that they are death-proofed. We have all gone through a "bullet proof stage." When I say, "bullet proof," I mean that soldiers think that they can't be hurt. The youthful arrogance that most young people feel towards injury and fatality is normal. They need that drive of being on the edge and having a hard-charging spirit. That is what wins battles and keeps our nation free.

Excessive alcohol use is another factor that may magnify behavior and pervert the thought process. I've heard that alcohol is often referred to as "liquid courage." History reveals some armies actually gave alcohol out to calm soldiers' nerves before a battle, and in doing so curb their natural fear of danger. Alcohol is the oldest man-made drug in the world, and when it is used it amplifies behavior, whether that behavior be good or bad. Along with the first statement made, we also realize it inhibits reaction time and judgement.

The last factor we identify is poor judgement, which is a learned behavior in everyday life and is taught from the time we are children. We learn good judgement by increased responsibility, our mistakes, and guidance from our peers or parents. Sam Walton, the founder of Wal-Mart, once said, "We try to learn from other people's mistakes, because most of us can't afford many of our own." The wisdom in his remark is clear. Most of us can't go around making death-defying mistakes for long, because eventually it catches up with us.

The above situation was first printed in the Recruiter Journal earlier this year. We have had more accidents and incidents since then. One that comes to mind is an HRAP, who was shot to death on July 4, 2001. Even though this is not considered an accident, it is a commander's safety issue. The shooting is under investigation and details are again hard to get in light of civilian criminal law proceedings.

What we do know is that the soldier had just arrived for duty that week. During the weekend, he was out driving at 2:00 a.m., in a part of the city notorious for gang activity. He did not report to duty on Monday.

Without knowing any more details or making any assumptions on the shooting, let's look at issues that may come up at the initial meeting between the HRAP and the station commander. First, the introductions should occur with the station commander writing down the HRAP's personal information on where he is staying, to include name and location, as well as background information on what the HRAP did prior to entering the service. This will identify to the station commander if the HRAP will be staying in a rough area and if there is a possible dangerous influence that could affect his safety. Contact information is a must while he is assigned to the station. Complete and thorough in-processing of the HRAP is important to the success of the HRAP's mission.

The very next thing should be an inspection of his personal vehicle or the one he will be using in conjunction with his duties. Brief him that he is not authorized to be on a motorcycle, four wheeler, or any other ATV while he is home for leave or HRAP duty. AR 385-10 requires the DOD approved motorcycle safety course prior to riding either on road or off road bikes. The Accident Avoidance course and motorcycle safety course are not taught in basic and AIT, so he will not be allowed to ride while assigned for duty. That goes for recruiters who lack the training also.

The station commander can ask the HRAP to bring his friends by for an introduction. This can present a few leads, show you care about him, and at least give some insight on what kind of mentoring might be needed. Talk about what kind of partying he likes to do and where he prefers to go, then check in with him the next day even if it's on a weekend. Mentoring doesn't stop when we go home and start only the next morning when we walk into the office. The mentoring process is best done informally, one on one.

Commanders and first sergeants should also take a proactive interest in the HRAPs assigned to their stations. A pre-brief as well as a back brief should be obtained from the station commander as to the risk assessment, utilization, and include identified high-risk safety data (drinking or high-risk activities). Remember that administering the safety program is the commander's responsibility (AR 385-10 Army Safety Program).

Get involved with your HRAPs!

Army ROTC and Army Recruiting partnership yields success in Hawaii

Story and photo by Ray Graham
Honolulu Recruiting Company APA

Close partnership between the University of Hawaii Department of Military Science and the U. S. Army Recruiting Company Honolulu has yielded big dividends for Army and Army Reserve Recruiting and for Army ROTC enrollment in Hawaii.

So far this fiscal year, the UH ROTC Department had provided 32 referrals to the Honolulu Company, of which eight enlisted into the Army or Army Reserve. During that same period, the Honolulu Company referred 67 people to the UH Military Science Department, of which six have gone on to enroll in the Army ROTC Program.

2LT Nicholas Dvonch and PFC Chris Frost are proof that the program works. Dvonch was referred to the UH ROTC by the Honolulu Recruiting Company when he expressed an interest in becoming an officer. Frost decided to delay his goal of becoming an Army officer and enlisted as an airborne ranger. He later plans to use the "green to gold" program to earn the gold bars of a second lieutenant. Frost was referred to the Honolulu Recruiting Company by MAJ Thomas "Trey" M. Johnson III, UH ROTC Enrollment Operations Officer.

Johnson had previous recruiting experience as a recruiting company commander and brigade training officer prior to coming to the UH. "This put me in a position to understand the difficulty of the recruiting process and the need to cooperate with our local Army recruiters," he explains.

PFC Chris Frost (second from left) and 2LT Nicholas Dvonch (third from left) both sophomores at the University of Hawaii, are congratulated on joining the Army by MAJ Michael J. Moroney (left), Commander of the U.S. Army Recruiting Company Honolulu and MAJ Thomas "Trey" M. Johnson, III, (right), Enrollment Operations Officer at the University of Hawaii Department of Military Science.

The two organizations have a long history of cooperation. The Memorandum of Agreement between Recruiting Command and the Cadet Command gives added emphasis to a proven concept. The partnership has identified several additional ways to improve Army recruiting efforts in the Pacific Theater including shared public service announcements in Hawaii, Korea, Japan, Guam, and possibly American Samoa, plus opportunities for joint COI events and presentations.

"It's a two-way street," says MAJ Michael J. Moroney, Commander of the U. S. Army Recruiting Company Honolulu. "By cooperating, we both benefit. This partnership has given a boost to both of us, and we will continue to develop it."

USAREC Training Division to Recruiter Training Assistance Ce

By MSG David Rosenfeld
Training Division, RO Directorate

The Training Return on Investment (ROI) Factor

The evaluation of training, like motherhood and apple pie, is inherently a good thing. However, short-term priorities always crowd out their long-term competitors. It's typically something we plan to do better next year — after all, we've gotten away with it so far, so another year won't hurt!

Did you know, according to a study published by the American Society for Training & Development (ASTD), stock analysts and investors can now predict, with a high degree of accuracy, the future stock performance of a company based on its investment in training?

Stockbrokers and investors are asking that age-old question, "Can an investment in training be justified with numbers?" The answer, according to this recent study, is a resounding, Yes! "An investment of X-dollars and Y hours spent on training personnel (i.e. sales) can produce predictable outcomes." If you do "this," you *will* net "that."

Recruiter trainers across the command have humbly carried this banner as training professionals, responsible to the recruiter, offering training, mentoring and support, as well as being responsible to the commander and staff as advisors and champions of the unit's training needs. RTs have always recognized the return on investment (ROI) of solid and consistent training.

Where do professional trainers turn for the information and materials that will help them to continually "sustain the fight" in our unique environment?

The Recruiter Training Assistance Center

Aware of the need to centralize focus, to offer the very best in "just in time/just enough" training materials, and to more effectively develop training materials consistent with the true needs of the command's soldiers, the USAREC Training Division has established the Recruiter Training Assistance Center (RTAC).

The RTAC is designing and producing a wide variety of training-related services. A detailed article concerning the RTAC project will be published in an upcoming edition of the *RJ*.

At the forefront of this project is the Training Assistance Center (TAC): a division of the RTAC, it will be designed around the old fashioned "Help Desk" concept. The TAC will be positioned to assist all trainers with mentoring, training support packages (TSPs), and training-related guidance. With a staff of highly-experienced recruiting personnel made easily accessible by a wide variety of means to include a hotline (toll-free telephone), email, and the World Wide Web, trainers will have the tools they need to accomplish their mission.

A successful help desk strategy is about creating a teaching and learning community within an organization that networks people, accepts change, and develops a culture that shares a common vision.

Strategies for Implementing a Support and Training Help Desk

TAC Hotline: What's In It For Me?

The TAC will offer unprecedented access to the USAREC Training Division, training materials, published lesson plans, lessons learned as well as bright ideas

aunch
ter Hotline

from your counterparts world wide.

Using a Problem Management System, callers will be interviewed for specific information concerning training needs and requests. From the problem management system, the TAC mentor will be able to design customized training solutions.

Solutions will include the very latest in cutting-edge sales training, prospecting, effective time management, motivation, "great ideas" and more.

Once a training solution has been designed, trainers can expect professional on-the-spot mentoring coupled with hard-copy delivery of the materials requested.

The TAC's mission is to "provide the highest level of professional and courteous service to our clients." Services are not limited to "I need a lesson plan for this Friday's company training." Many services include simple how-do-I-? tutoring according to Richard Downey, the TAC manager.

What's In It for Everybody?

One of the basic functions of the TAC will be to catalog and review training needs expressed throughout the command. As trends are identified, data will be used to facilitate the creation of "needs-based" training materials. Rather than creating what is *thought* to be needed, the Training Division can produce what is *known* to be needed through assessment of the training needs expressed by the soldiers most qualified to know; the training professionals on-the-ground.

Many RTs will share their own experiences with the TAC by a phone call, an e-mail, or a posting on the upcoming Training Community in Recruiting Central. This information is recorded and made a part of the PMS and becomes information that can be shared with fellow trainers across the command.

The Strength of the TAC Lies in Its Potential.

The Training Assistance Center's on-staff wealth of experience, coupled with the wide-ranging experience of RTs across the command, make for an exciting resource. As calls are received, as solutions are provided, and as callers share their own lessons learned, the entire Command can look to the ever-growing Training Assistance Center for *the* training solution.

The Training Assistance Center will begin operations in the Fall of 2001. Look for details in upcoming editions of the Recruiter Journal *and in future postings on* Recruiting Central.

USAR Ownership Program

By Victoria Sorensen, Chief, Program
Branch, Recruiting Operations Directorate

Why is the U.S. Army Reserve Ownership Program so important to the Recruiting Command? It's important because it introduces a brand new soldier to the Army Reserve unit personnel who are responsible for assisting the member in making the transition from civilian to military life. The program also establishes a close relationship between the recruiting force and troop units.

Recruiters have the responsibility of escorting both prior service and non-prior service enlistees to their assigned reserve unit. This initiates a sponsorship program for the new soldier and introduction to the unit.

USAREC Regulation 601-95, chapter 2-2 currently requires the recruiter to obtain a copy of USARC Form 62-R (Sponsor's Guide and Inprocessing Checklist). This form is required to be faxed to the battalion USAR Operations section for enclosure in the battalion residual packet.

Recruiters maintain contact with non-prior service and prior service enlistees awaiting training until their scheduled ship date. Recruiters maintain contact with TRRs until assignment orders are received from Army Reserve Personnel Command.

Station commanders are required to track all new soldier hand-offs. Once the handoff takes place, the station commander will annotate the prospect data record file and the DEP/DTP log on the Recruiter Work Station.

USAREC Regulation 601-95, chapter 2-2 is in the revision process and there will be some changes that will take place which will influence our USAR Ownership Program. The requirement of completing the USARC Fm 62-R is "going away."

The information on the date and time of the unit appointment and unit point of contact will be annotated on the contact history screen in the new soldier's automated record file on the Recruiter Work Station.

Once the handoff takes place, the contact history will be annotated by the recruiter on the Recruiter Work Station. These entries will be checked by the company and battalion leadership teams during inspections.

Battalion USAR Operation Sections will run a query of enlistments (including IRR Transfers) at the end of each Recruit Ship Month, download it into a spreadsheet and supply it to each company leadership team. Each company leadership team will use the spreadsheet during Daily Performance Review and weekly station visits to confirm and record the handoff dates for each new soldier using the Contact History screen in the Leads/Reports application. Once all new soldier handoffs have been recorded, the completed spreadsheet will be returned to their battalion USAR Operations Section for filing in the completed Recruiting Ship Month reports file. The command leadership team will complete this action no later than six weeks after the completed recruiting ship month.

The purpose of this article is to inform the field force of the upcoming change to UR 601-95, chapter 2-2. Remember, it is the responsibility and duty of all members of the recruiting force and the USAR troop unit to make ownership a positive working program. Our new soldiers need to be transitioned into their new careers with professionalism and integrity.

Vision implies change. Change is upon us. We are better off to participate in change and to help shape it than to be dragged along by change. You can help shape the future and make it better. You know your job better than anyone. What are your ideas for improving operations? Share them on the space below and mail this according to the instructions on the back of this form, postage free.

Please be as detailed as possible when citing examples for improvement. Recruiters, support staff, and family members are encouraged to use this space to voice ideas and concerns. If you desire a direct response to your comments or suggestions, please include your name and address. Names are *not* required.

Dear Chief of Staff:

Teamwork: Working together as a team, we can accomplish more than working as individuals. Share your vision for the future of the U.S. Army Recruiting Command. All forms are mailed to and received directly by the USAREC Chief of Staff, Fort Knox, Ky.

HQ USAREC Fm 1825, Rev 1 May 98 (Previous editions are obsolete)

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Fold here first

Attitude and exercising can reduce stress

By MAJ Stephen Bowles
Recruiting Center One

During a discussion with a recruiter in the Northeast I asked the question, "What was more stressful for you, recruiting or being in the Gulf War?" His response was "recruiting." This is only one recruiter's opinion of those who served in both capacities, but it speaks to the operational tempo in which many in recruiting find themselves. His answer was based on his experience of the stress created by the need to meet continuous monthly goals.

The experience of negative stress (demands of life that adversely impact your mental or physical health) in recruiting can be either your ally or adversary. As your ally, negative stress can be a warning signal (such as anxiety, fear, or in the form of a headache) that you must constantly take time to restore your mental and physical resources. On the other hand, negative stress is your adversary if, for instance, you over identify with not meeting last month's goals. You need to mentally distance yourself from that outcome. Recognize the need to focus on turning last month's lessons learned into action on how to enhance your skills and develop a "can do" attitude. Never give up on yourself, for only successful soldiers are selected to be in this command.

To have negative stress serve as your ally, you must take a break occasionally from the environment in which you experience the stress. To maintain a successful attitude, break from work and rejuvenate yourself. You must discipline yourself to leave your work at work when you are involved in a chosen activity that you enjoy. The following activities are some of the few suggested to ramp up your energy before going back to recruiting.

Set aside time by yourself for reading or exercise. Reserve time for a weekly date with your spouse or significant other, and in addition, make time for lunch or a movie. Spend time with your family at home or on an outing. Meet with friends at social functions or make new friends in volunteer work in the community, which may also include your family.

Exercise is one of the allies mentioned above that serves as a stress buster for negative stress. Exercise releases stress and there is growing evidence that regular exercise is a viable approach to combat mild depression.[1] In order to maintain physical fitness, soldiers participate in regular aerobic fitness training which can reduce daily stress. Aerobic training suggested by The American College of Sports Medicine (ACSM) are running, walking, swimming, cross-country skiing, or bicycling, which can provide good cross training and reduce the boredom of daily exercise. The ACSM further suggests that in order to improve cardiorespiratory endurance exercise "3-5 times a week" for "20-60 minutes" with an intensity of "65% to 90% of maximal heart rate."[2] If you have any injuries, medical conditions or mental wellness issues, you should always consult your physician, who can advise you on the appropriate cardiorespiratory exercise regime.

When exercising in summer months and in warmer climates, it is critical to prevent heat illness. At times, when you experience greater stress and expend increased energy at work, it is important that you monitor your fluid intake. The ACSM fluid intake recommendation when heat related illness is possible is as follows: 1) "Drink approximately 20 ounces" of sports drink or water "2 to 3 hours" in advance of exercising. 2) "Drink approximately 10 ounces" of sports drink or water prior to exercising. 3) While exercising drink "at least 10 ounces" of sports drink or water every "10 to 20 minutes." 4) When you have completed your fitness training, "drink approximately 20 ounces of sports drink or water" per pound of weight lost during exercise[3]. Following these fluid guidelines is important in maintaining physical fitness, which can enhance mental fitness.

Finding avocations that can be done alone or with others can rejuvenate and serve as a buffer to stress. When choosing exercise as an avocation to reduce stress, practice proper fluid intake, be creative in planning physical fitness sessions, and find ways to have fun that will reinforce consistency in your fitness regime. We are fortunate in that, as a part of our job, we exercise. Regular exercise is a smart investment in our health and stress resilience.

[1]Tkachuk, G.A., & Martin, G.L. (1999). Exercise therapy for patients with psychiatric disorders: Research and clinical implications. Professional Psychology: Research and Practice. Vol. 30, No. 3, 275–282.

[2]Lloyd, L.K. (2001). Are you ready to exercise? How to start an exercise program. American College of Sports Medicine Fit Society Page, Page 1.

[3]Comeau, M.J. (2001). A hot issue for summer exercise. American College of Sports Medicine Fit Society Page, Page 4.

Do you smell like a cigarette while you are recruiting?

By Elena Marie Baylor-Elks
Recruiting Center One

You cough for an hour after getting out of bed, you sound like a freight train when you climb stairs and your snoring is so bad that your wife sleeps on the sofa. You've heard it a million times and likely have even said it to yourself, — "You've got to quit smoking." But as any smoker can attest, it's far easier said than done. Most smokers don't need someone to tell them why to stop. They need someone to show them *how*.

Unfortunately there is no single, foolproof way to break the habit, but there are many resources available for those who are willing to take the plunge.

The American Lung Association offers the "Freedom from Smoking" program, in both on-line (**www.lungusa.org/ffs/index.html**) and paper formats. The program consists of seven modules offering the smoker a multitude of ways to identify the specifics of his or her addiction, methods for dealing with those specifics, and the on-line version includes a virtual support group through its bulletin board. Call 1-800-LUNG-USA to request the workbook.

For links to these and other sites, visit our Web page at **http://training.rrs.army.mil/Centerone/.**

Today's youth want to plan for their future

By CPT Dixon D. Dykman, Program Analysis, and Evaluation Directorate

Typically, propensity is used to quantify the youth market's willingness to consider the military or the Army as an option in future plans. USAREC historically measured propensity using the Youth Attitude Tracking Study. YATS was a nationwide poll of 10,000 youth age 16 to 24 that was conducted annually from 1975 to 1999. YATS asked the respondents how likely is it that they would join the military and each service specifically. If the respondent answered either "Definitely" or "Probably," they were considered to exhibit positive propensity.

The Defense Manpower Data Center of the Office of the Secretary Defense recently commissioned the "Youth VISTA" as a replacement to YATS. Initial results of the first wave were released on July 18. The Youth VISTA indicates that 28 percent of the male youth population exhibit positive propensity toward one or more of the Active Duty services. This figure is slightly less than the 29 percent reported by YATS in 1999. When asked how likely is it that they would join the Army, just 10 percent stated that they either definitely or probably would join. The Air Force is the only service that has a stronger preference among the youth, with 14 percent having positive propensity.

All youth studies have shown that propensity varies with age, gender, and race. Propensity tends to decline with age. Between the ages of 15 and 21, the proportion of youth that are positively propensed toward military service declined a full 20 percentage points. Men are more than twice as likely to view the military as an option than women are. Hispanics have historically had the highest levels of propensity of any race or ethnic group. However, the Youth VISTA indicates a significant reduction in propensity among Hispanics.

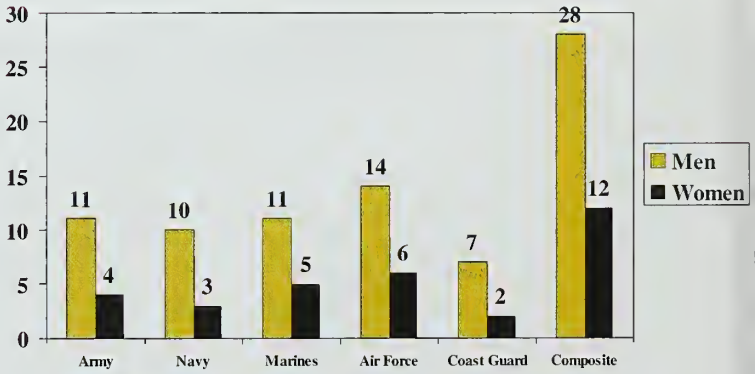
The 1999 YATS reported that 46 percent of Hispanic men between the ages of 16 and 21 were positively propensed. The Youth VISTA reported that Hispanic propensity was only 33 percent. The proportion of African-Americans and Caucasians who are positively propensed remained relatively unchanged at 36 percent and 21 percent, respectively. The differences between YATS and the Youth VISTA may be accounted for in methodology and sampling differences. The Youth VISTA only permitted U.S. citizens to participate in the survey where YATS allowed non-citizens and residents. Consequently, it is possible that the Youth VISTA may reflect a more accurate representation of the recruitable population. We will have a clearer picture of how propensity varies by race once more data is collected in follow-on surveys in the next few months.

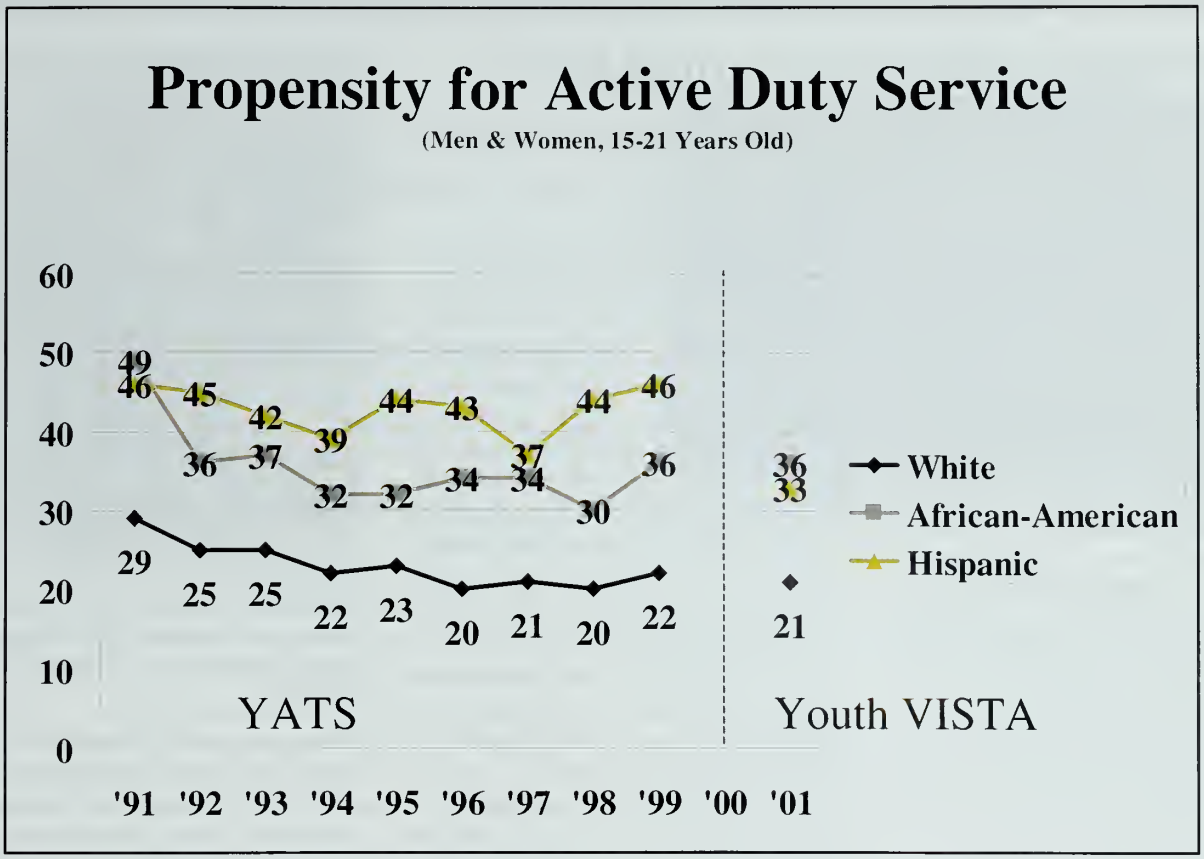
Military propensity is driven by a variety of factors; however, the Youth VISTA indicates that the American youth do not plan to begin a job or career immediately after high school. They seek an education, which will lead to a career. In fact, 63.3 percent of the high school seniors who graduated in the spring of 2000 went directly into college that fall (Bureau of Labor Statistics). However, college drop-out/stop-out rates remain high. Approximately 25 percent of college freshmen in public institutions do not return for their sophomore year (nearly 50 percent for two-year institutions). Regardless, most youth plan to earn a college degree. The 2000 New Recruit Survey (NRS) indicates that 70 percent of the recruits believe they will earn at least a bachelor's degree. While long commitments, the military lifestyle, danger, and overseas deployments are significant considerations for new recruits, concern for an education the number one barrier to enlisting. (NRS)

However, the NRS also indicates that the primary reasons most recruits enlisted were to help plan for their future and to receive skills training. In addition to the intangible attributes of military service, recruiters should continue to place emphasis on the programs that the Army offers for college education and skills training. Convince recruits that by joining the Army, they are not putting their education on hold, but providing a means to achieve their educational goals. Show prospects that the Army is an excellent way to help plan for the future and to set them on the path for a lifetime of success.

Propensity for Active Duty Service

(Men & Women, 15-21 Years Old)




Propensity for Active Duty Service
(Men & Women, 15-21 Years Old)
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YATS
Youth VISTA
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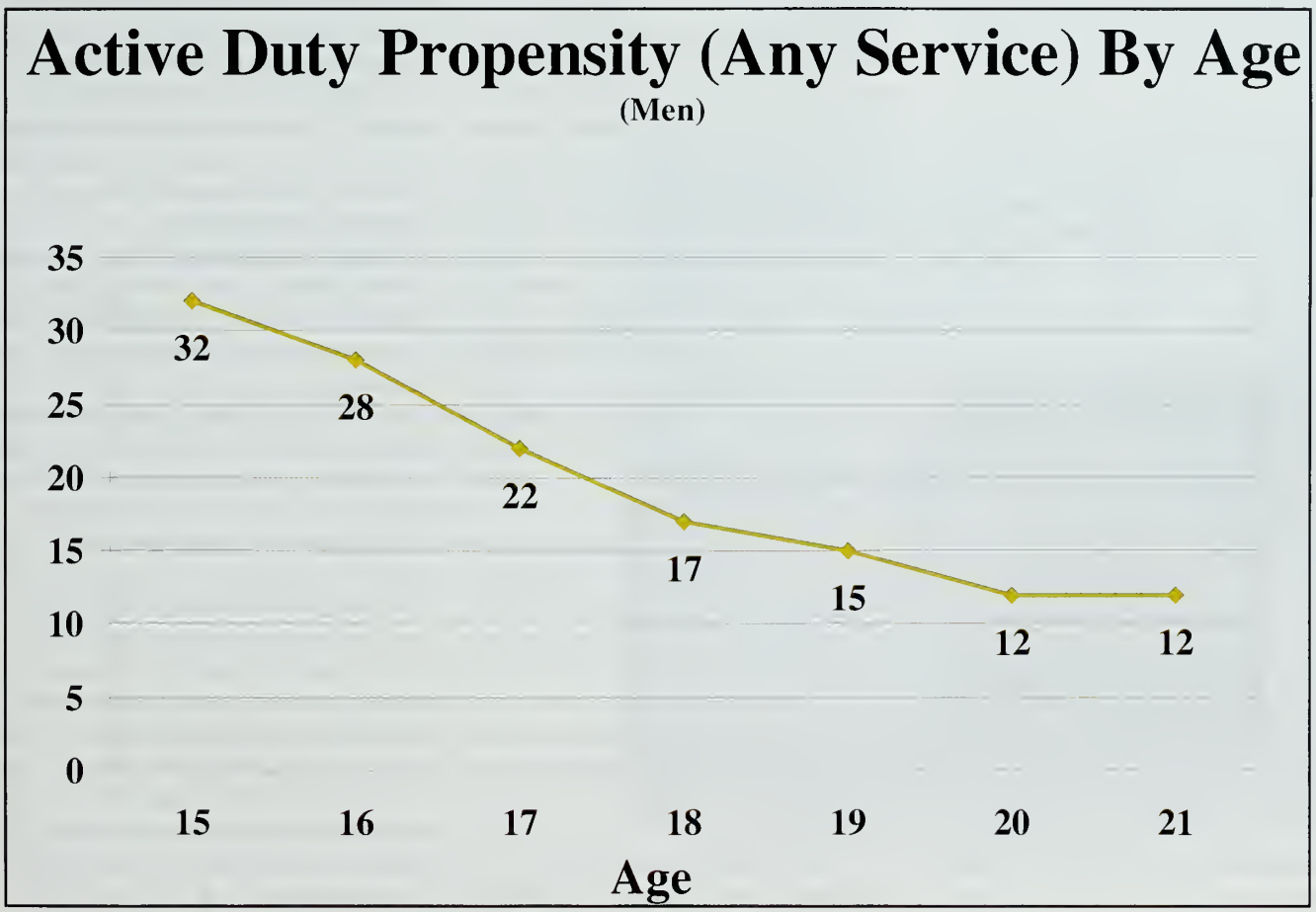
Active Duty Propensity (Any Service) By Age
(Men)
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28
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12
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16
17
18
19
20
21
Age

South Texas educators enlist for a peek at field artillery training

Story and photos by Jen D. Rodriguez
San Antonio APA

Twenty-two South Texas educators got a glimpse of what the more than 19,400 men and women who train at Fort Sill, Okla., experience during their grueling 15-week course.

"Educators are our most influential people," COL Robert Cline, Fort Sill chief of staff, said. He said the up-close and personal Educator Tour gave teachers an insider's view of Army training. "They can talk to the students and share with them what life would be like in the Army."

Annually, the San Antonio Recruiting Battalion, whose geographical area runs from the Rio Grande Valley to north of Austin, enlists educators throughout the battalion to visit an Army training post.

The tour's purpose is to show educators what the Army has to offer to high school and college students.

"If the educators have a better appreciation of what the Army does in Basic Training and Advanced Individual Training, they'll have a better sounding board to give guidance to the men and women in their schools," said LTC Paul P. Cale, San Antonio Battalion commander.

Educators toured various Fort Sill facilities to get a first-hand experience of what a recruit goes through once he hits the ground from the initial contact with the drill sergeants to extensive high-tech training and drills. The tour ended with a traditional graduation ceremony from the Field Artillery School.

"I've gained additional knowledge necessary to advise potential students with positive and accurate information about their future opportunities in the military," said Vernard Grice with St. Phillips Community College.

Educators cited the tour highlights as the live-fire demonstration at Adams Hill, the confidence-conditioning course and the open forum discussions with a panel of field artillery soldiers from the 17th Field Artillery Brigade.

"I enjoyed talking to the soldiers one-on-one. The soldiers are well informed in all types of benefits," said Richard Delgado, a professor with the Alamo Community College District. He said the soldiers seemed to be more diversified and educated than when he served in the late 60s. "I regret that I can't join at Fort Sill today, because the Army has changed their way of life. It's taking care of families."

When Delgado came to Fort Sill in 1967 to train, he lived in wooden barracks. Today, most outdated barracks have been leveled, while others are being renovated with state-of the-art furniture and accessories to give the soldier a "feeling" of home.

Two weeks ago, San Antonio recruit PVT Joe Pena arrived at Fort Sill and began to experience the camaraderie of the Army family. The Jefferson High School graduate said while at Basic Training, he was constantly reminded of home because of his recruiter SGT Sterling Long from the San Antonio Central Recruiting Station.

"SGT Long has taken good care of me. He checks up on me all the time," Pena said, "He calls each week just to see how I'm doing. That means a lot, when you're away from home."

The consensus among the educators was that the tour provided a positive experience with special insight into the military mission and training.

"When I talk to a prospective student, and they come up to me and say I'm interested in the military, I strongly feel I can give them a background," said Robert Garza from Palo Alto College, adding that he was particularly impressed with the live-fire demonstration.

Southwestern University Professor Sonia Riquelme said before the tour she was resistant to the military because of her upbringing in Chile. However, the tour brought about a change in her thinking. "I admire the military's commitment to country, traditional values, and leadership," said Riquelme, who teaches Latin American literature.

Already one Reserve Officer Training Course training instructor is planning to share the Army story with pictures from his trip. SFC Juan Willingham, who teaches at Pharr-San Juan Alamo Memorial High School, took pictures of Geronimo's grave, a meal from the chow hall, the Field Artillery Half Section demo, and barracks interiors. These pictures, Willingham said, will be enlarged to decorate his ROTC classroom and to give the students a view of something they don't ordinarily see.

"We want the youth to think about the military and their way of life. We want them to know what the military can do for them," CSM Rodney Beck, Fort Sill installation command sergeant major said. "We'll continue to educate the world on what the military does for the American people."

Professor Richard Delgado (left), Alamo Community College District, chats about life at Basic Training with PVT Joe Pena (right), a Jefferson High School graduate, who arrived at Fort Sill, Okla., two weeks prior.

Pace High School Senior Counselor George Saavedra greets one of his former students, PVT Melissa Merril, who just arrived at Basic Training.

Army team completes 505-mile bike ride across Iowa

Story by CPT Lee Zimmerman
Photos by SFC Tyrone Harris, Des Moines Battalion

Fourteen members of the U.S. Army Recruiting Battalion Des Moines completed a seven-day, 505-mile bike ride across Iowa as they dipped their tires in the Mississippi River July 28. The team, led by Executive Officer MAJ Joe Melicher, was comprised of recruiters, staff officers and NCOs, as well as two members of units from outside recruiting.

The 29th Register's Annual Great Bicycle Ride Across Iowa, better known by the acronym "RAGBRAI," began at the Missouri River in Sioux City and ended at the Mississippi River in Muscatine. This was the "hilliest" RAGBRAI ever, with more than 18,000 feet of climbing, including one three-mile hill. The annual ride — the oldest cross-state ride in the country — attracts participants from every state and 20 countries. More than 12,000 people participated in the ride.

This is the first year that the Army has had a team participate in RAGBRAI, making it the first year that all branches of the military services were represented by teams. Team Aim High from the U.S. Air Force participated for the seventh year. Their team — 150 riders strong with 30 support personnel — included two former Secretaries of the Air Force and one major general. The U.S. Navy fielded a team of 50 riders, while the U.S. Marine Corps fielded a team of approximately 20 riders. The U.S. Army Reserve fielded a team of 15 from various installations led by MAJ Mark Ryan of Fort McCoy, Wis. The Iowa Air National Guard fielded a team of 20.

The Army Team consisted of MAJ Joe Melicher, CPT Lee Zimmerman, CPT Travis Nowak, CPT Michael Migliara, 1LT Jim Mulvehill, SFC Jeff Hegarty, SFC Tony Echevarria, SFC Layne Lada, SFC Tyrone Harris (support driver), SFC Robert Avis (support driver), SSG Michael Busick, SSG Heidi Platero, SSG Douglas Arps, and SSG Todd Grimm. Also joining the team were CSM Wayne Uhden, 1st Battalion, 16th Infantry, Fort Riley, Kan.; and SFC Scott Buchanan, 2d Battalion, 7th Infantry, Fort Stewart, Ga.

The U.S. Army team used this event as an opportunity to raise community awareness about the Army, as well as to spread the message of the new advertising campaign throughout the Iowa area.

"We heard comments every day about our jerseys, which proudly displayed the An Army of One logo," said Melicher. "You could tell that there was a lot of interest in the Army out there, as fellow riders would come up and ask questions about what the Army was like, what the opportunities were, etc." Melicher also said that the team received a lot of positive feedback from veterans, who would ride by and proudly yell what unit they had been in while serving in the Army or other branch of service. "We only received great comments," he said, "I was proud of the fact that our team got such a great response.

Members of the Army RAGBRAI Team follow the tradition of dipping their front tires into the Mississippi River upon completion of the 505-mile ride.

"I guess what really proved that the ride was worthwhile for the Army as a whole was when we rode into Muscatine, the ending town," Melicher said. "We rode in a column of twos singing cadence, and people would hear us and look to see who was coming making all that racket. When they saw it was the Army, they invariably stood up and cheered and clapped. You could tell that there are a lot of people out there who are really proud and supportive of the Army. It's a great feeling."

"Look for us next year," he said, "we'll be out there bigger and better!"

SFC Jeff Hegarty, SSG Michael Busick, SSG Heidi Platero and MAJ Joe Melicher pose with Uncle Sam in Walnut, Iowa, one of the pass-through towns on the ride.

State senator reenlists recruiters

By John C. Heil III, Great Lakes Recruiting Battalion APA

Sen. Valde Garcia took time out of his busy schedule to reenlist Jackson Army Recruiting Station soldiers, SSG John Hargash and SSG Thomas Davis, on the Senate floor of the state capital building in Lansing August 1.

"I was very pleased and honored to be considered for reenlisting these soldiers," Garcia said. "I've been a part of the Army for over 20 years, and it's always a pleasure to give back to my roots."

Garcia, who was recalled to Army active duty during the Gulf War, has a total of 20 years of combined Army experience including nine years in the Reserve, nine in the active Army and most recently as a member of the Army National Guard. Garcia currently works for the 26th District Michigan State Senate and is assigned to Detachment 1 out of St. Johns with the Army National Guard as a lieutenant colonel.

After photos with the recruiters, Garcia congratulated Hargash and Davis on their final reenlistments, both of which are indefinite.

Hargash, who came up with the idea, was thrilled to find out that the senator wanted to swear them in. "Yesterday couldn't be more perfect," Hargash said. "Having a state senator swear me in on the Senate floor in the state capital building on my final reenlistment was a vision come true. I've always wanted to reenlist in a patriotic way. It's patriotism that keeps us in the Army. I want to make it as noticeable to the public as possible. This lets other people know that we do take pride in what we do."

The last time Hargash reenlisted was July 13, 1998, when he was sworn in at the USS Arizona Memorial in Pearl Harbor, Hawaii.

SSG John Hargash, (left) Sen. Valde Garcia (center) and SSG Thomas Davis (right) on senate floor of the state capital in Lansing following the two NCO's reenlistment ceremony. ***(Photo by MAJ Tom Martin, Great Lakes Recruiting Battalion Executive Officer.)***

Hargash, with 12 years of service, was joined by his wife, Diane, and daughters, Amber and Amanda, at the ceremony.

Davis said he had just come off leave when Hargash called to ask him if he would like to be sworn in by Garcia. "It was really great, just outstanding," Davis said. "I think he's one of the few senators who can reenlist us. It was a great experience to have the last one done by a state senator."

Davis, who has almost 14 years of Army service, is married to Janel with two daughters, DeShauna, 10 months old, and Jamara, 14 years old.

"It was a great honor to have Senator Garcia swear in SSG Hargash and SSG Davis," said Lansing Company Commander, CPT Helene Carras, who also witnessed the ceremony. "We wanted this to be a special moment for their last reenlistment and it definitely was. With Senator Garcia's Army background, he certainly understands what a commitment to the Army means."

Soldier's son hailed as hero

Story by Liz Warnke, New England Battalion APA

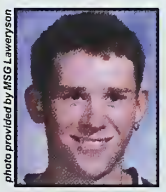

photo provided by MSG Laweryson

"It's a difficult chore to thank someone who threw caution to the wind and risked his own life to save someone else."

This was the first line of the note sent to 16-year-old John Laweryson Jr. by Patrick Curley, the man whose life he saved. Laweryson is the son of MSG John Laweryson, New England Battalion operations NCOIC.

"I was fishing on Togus Pond, standing next to a guard rail, when I heard a woman screaming for help," said Laweryson.

He jumped over the guard rail and ran to the water's edge. Following close behind was a man he had just met while fishing.

"I saw a woman in the water about 75 yards from shore," said Laweryson, "but didn't see anyone else."

So he and his new fishing buddy flipped over an aluminum boat that was lying close to shore. Since it didn't have oars, Laweryson found two 2x4's to substitute as oars.

When they reached the struggling woman, they discovered that she was actually trying to keep her unconscious husband's head out of the water but was having trouble.

The fishing buddy grabbed the unconscious man and held his head out of the water while John maneuvered the boat back to shore with his makeshift oars. The woman was then able to swim ashore, where the police and an ambulance met them.

"You had no idea whether or not that boat that you and Raymond commandeered would float or not. And if it didn't, neither of you were wearing life jackets," said Curley in a letter he wrote to Laweryson.

Curley wrote that he is alive today because of Laweryson's decision to act immediately, despite the danger.

"My wife and I thank you for what you, unselfishly, have done," said Curley. "You are a true hero in our eyes and certainly a man of whom your family must be very proud."

"Everyone we tell this story to also thinks you are a hero," wrote Curley. "I owe my life to you."

Funds established to aid victims, families

Army News Service

Two funds have been established to assist the Army victims and families directly affected by the Sept. 11 terrorist attacks against the Pentagon and New York World Trade Center.

Contributions for Army victims of the Pentagon attack may be made to:

Pentagon Victim's Fund
Army Emergency Relief
200 Stovall Street Room 5N13
Alexandria, VA. 22332-0600
Phone: 703-428-0000

Please make checks payable to: The Pentagon Victim's Fund

Civilian:

Federal Employees Education and Assistance-World Trade Center/Pentagon Fund
Suite 200
8441 West Bowles Ave
Littleton, CO. 80123-3245
Phone 1-800-323-4140 or 202-708-4909

Please make checks payable to: Federal Employees Education and Assistance Fund.

Message from Secretary of the Army Thomas E. White

My fellow field soldiers all over the Army, from Kosovo to Korea, wherever you may be happening to pull your duty: As you all know by now, our nation, this department and the United States Army was attacked 11 September.

I want you to know that we have survived that attack. That attack has made us stronger and we are now engaged in what our president has called the first war of the 21st century. We will win that war.

Now the war is not going to be won in a single day, or a single raid or a single event. We are engaged in a campaign against a cowardly enemy. And it will take us a while to root him out. But let there be no question about our resolve, our discipline, our professionalism, our tenacity; and in the end, the result of that war.

It started at a point of time dictated by the enemy. It will end in a point of time — as the president has said — of our choosing.

It won't be easy. But few things that are truly worth doing ever are. This is our challenge: to preserve the freedoms that make America what Abraham Lincoln called the "last best hope on earth." And I can assure that the civilized people in countries of the world have united in support of our cause.

You and I, the American soldier and the veteran, now carry the hopes of the American people on our shoulders. I know that you will do your duty. I have every confidence in that as does the Secretary (of Defense), the Chief, and the President of the United States.

America expects no less of you and I and we can do no more. And always know that wherever you are, your nation stands behind you with absolutely solid support.

The Chief, General Shinseki and I, extend our condolences, and ask God's tender mercies on our foreign comrades and their loved ones. We have 74 people unaccounted for in our headquarters. We will mourn them and we will shed our tears. They are part of our family. But once that's finished, we will go forward, with anger and with purpose in our hearts, to see this campaign through to the end.

Tuesday, Sept. 11 has already been described as the darkest day in American history. I say to our adversaries, be very, very careful, for you are going to experience the finest hours of the United States Army as we prosecute this campaign against you.

God bless you, God bless the Army. God bless our great nation.

Message from Army Chief of Staff GEN Eric K. Shinseki

As the Secretary has described, on the 11th of September, there was a horrifying attack against the United States, against our people, against our property, against our sovereignty.

But it was more than just an attack against the United States, it was an attack against all who embrace the principles of peace and freedom and democracy.

The Secretary and I would like to ensure you that we're OK here in the Department. We're up and operational and our (communications) get better every day. We are caring for our injured. We are accounting for our missing.

As the Secretary has indicated, the Army released on 14 Sept., the names of 74 of our friends and colleagues who are unaccounted for. We are in pain. We are angry.

We'd like to remind you that we want you to remember that you're the field Army. Nothing's changed. Your missions are as assigned. And we expect you to be trained and ready each and every day.

And as the Secretary has also indicated, President Bush has declared this the first war of the 21st century. Well, so be it.

Our non-negotiable contract with the American people is to fight and win the nation's wars, decisively.

And I say again, we expect you to remain trained and ready. Respond quickly and professionally when called.

Finally, the families and loved ones of our colleagues who are unaccounted for are in pain. Now is a good time to reach out, embrace them, provide them the support they need.

Thank you for what you do to make this Army the magnificent Army that it is. Take care of each other. Be safe. God bless each and every one of you. God bless the Army. God bless America.

USAREC soldier and family and military spouse Web sites

The USAREC Intranet has a new command information Web site, "Noble Eagle," that can be accessed from the home page under "Hot Information."

The USAREC Soldier and Family Assistance Web site is **www.usarec.army.mil/hq/hrd/sfa/index.** Family members can find information on coping with traumtic stress in the wake of the terrorist attacks and many other topics.

The USAREC Military Spouse Information site is **www.usarec.army.mil/msis/index,** which contains information on family support, medical information, etc.

Another site is LifeWorks at **www.lifeworks.com** or call 888-267-8126.

Approval for exception to policy for wear of current cellular telephones in USAREC

By Martin C. Skulas, Chief, Soldier and Family Assistance, USAREC

On August 6, 2001, USAREC obtained approval to continue wearing the current cellular telephones which measure 6x2x1 on the uniform in the performance of official duties. Current DA uniform policy (AR 670-1, Wear and Appearance of Army Uniforms and Insignia, dated 1 Sep 92) limits wearing cellular telephones to those which measure 4x2x1; however, USAREC was granted an exception to policy.

This exception to policy will be included in future USAREC uniform guideline updates.

Military TSP savings plan enrollments start Oct 9

By Gerry J. Gilmore American Forces Press Service

Service members starting Oct. 9 can choose to contribute a percentage of their pay to the military's thrift savings and investment program as part of building a nest egg for retirement.

The TSP, administered by the Federal Retirement Thrift Investment Board, previously has been available only to federal civilian employees. The fiscal 2001 Floyd D. Spence National Defense Authorization Act extended TSP participation to active duty and reserve component members of the Army, Air Force, Marine Corps, Navy and Coast Guard, and uniformed members of the Public Health Service and the National Oceanic and Atmospheric Administration.

TSP is separate from and in addition to the military retirement system, which is based on years of service and rank.

The first enrollment window for persons who entered military service on or before Dec. 8, 2001, is from Oct. 9, 2001, to Jan. 31, 2002. Persons who enroll during this period will see TSP contributions deducted each month from their pay starting in January 2002. Persons who join the uniformed services after Dec. 8, 2001, will have 60 days after entering service to enroll in the TSP.

After the special first enrollment period, service members may use two "open seasons" each year to join, quit or change the amount of their contributions. Currently, these periods are May 15 through July 31 and Nov. 15 through Jan. 31.

Military members enroll in TSP by completing a TSP election form and submitting it through their local service branch finance office. Enrollment forms are available for download on the TSP Web site, **www.tsp.gov**, or can be obtained at local military finance offices. Participants can invest any whole percentage of up to 7 percent of their base pay in any or all of five TSP funds:

- The conservative G Fund consists exclusively of investments in short-term, nonmarketable U.S. Treasury securities specially issued to TSP. Since 1991, the fund has earned an annual average of 6.74 percent.

- The F Fund is TSP's bond market index fund. Since 1991, the fund has earned an annual average of 7.87 percent — and 12.78 percent in the past 12 months ending July 31.

- The C Fund is TSP's large-company U.S. stock index fund. Since 1991, the fund has earned an annual average of 17.43 percent, but it has reported a 14.3 percent loss in the past 12 months ending July 31.

- The S Fund is TSP's medium and small company stock index fund. The I Fund is its international stock index fund. Both funds opened in May, so neither has a long-term track record.

Only G Fund investments and earnings are backed by the U.S. government against loss. TSP participants risk losing some or all their investments and earnings in the F, C, S and I funds — but the funds' earning potential is unlimited.

Service members can contribute as little as 1 percent of their base pay per pay period, up to the 7 percent limit in 2002. The limit increases by 1 percent per year until 2005, after which contributions will be limited by Internal Revenue Code guidelines.

Members may also elect to contribute any amount of incentive pay or special pay, to include bonus pay.

Like civilian workers covered by the old Civil Service Retirement System, service members generally will not receive TSP matching funds from the government. One exception is troops in specialties designated critical by their service secretaries; those receiving matching funds will be obligated to serve a six-year active duty commitment.

Strict rules apply to service members' withdrawal of funds from TSP accounts before they retire. Federal and state income taxes on investments and earnings are deferred so long as the money stays in the TSP account. Withdrawals are taxed as ordinary income, and early withdrawals are penalized under some circumstances.

Military members who already have a civilian TSP account, such as past and present federal civilian employees who serve in the National Guard and Reserve, can open an entirely separate, second TSP account.

The 47-page booklet "Summary of the Thrift Savings Plan for the Uniformed Services" and other information on military participation in TSP can be found on the Web at **www.tsp.gov**. The booklet requires the free Adobe Acrobat reader to view.

Wear of the green service cap/hat

DA message, dated 061721Z Aug 01, states:

A. AR 670-1, 1 Sep 92, Wear and Appearance of Army Uniforms and Insignia.

B. HQDA letter 670-01-1, 14 Jun 01, subj: Beret Wear Policy

1. This message announces the elimination of the Army green male service cap (also called the saucer cap) and the green female service hat (also called the pot hat) as optional headgear for the Class A and B service uniforms.

2. When the beret wear policy was published (reference b), wear of the green service cap/hat was limited to ceremonies or official duties, if such wear was prescribed by

the commander. Further review of the policy resulted in the decision to eliminate the green service cap/hat as an optional uniform item, due to its infrequent wear and the financial burden incurred by soldiers who purchased and maintained this headgear.

3. Effective immediately, soldiers will no longer purchase or wear the green service cap/hat; this includes officers, warrant officers, and enlisted personnel. Soldiers who have not been issued the black beret will wear the garrison cap with the Class A and B service uniforms, until they receive their beret.

4. The blue and white service caps/hats will remain the prescribed headgear for the blue and white dress and mess uniforms.

5. HQDA POC for this message is MSG Messman, DSN 225-6361; e-mail address is: **kittie.messman@hqda.army.mil.** Expiration date cannot be determined.

TRICARE Prime enrollment cards receive a new look

Beginning in summer 2001, certain TRICARE Prime enrollees will start receiving the next generation of the TRICARE Prime enrollment card. The new TRICARE Prime card has a standardized look around the globe and will be printed centrally by the Defense Manpower Data Center, the agency that maintains the Defense Enrollment Eligibility Reporting System (DEERS), where eligibility reporting currently is done. The redesigned card provides beneficiaries with essential health care contact information.

TRICARE Prime, TRICARE Senior Prime, and TRICARE Prime Remote new enrollees, as well as those who move to a different TRICARE region will begin receiving the redesigned card this summer. Replacement cards for these programs also will be in the new format. Beneficiaries who enroll in the Uniformed Services Family Health Plan (USFHP) will continue to receive a separate beneficiary card provided through the Iowa Foundation for Medical Care.

The new Prime enrollment card is filled with essential contact information to help enrollees access health care. The contact information is based upon the beneficiary's type of Prime enrollment (TRICARE Prime, TRICARE Senior Prime, or TRICARE Prime Remote) and location (CONUS or overseas). The detailed contact information includes: whom to contact after receiving emergency treatment and when to call; the phone number for retail pharmacy questions; the TRICARE claims telephone numbers; where to call to obtain authorization for non-emergency care; and a number for health care information. The card also has spaces for writing in the primary care manager name and phone number. The beneficiary's name, sponsor's social security number, status appear on all cards.

The new TRICARE Prime enrollment card does not replace any aspect of the current enrollment process that beneficiaries use to enroll in TRICARE Prime or when they move to another region. The only changes for beneficiaries are to the look and content of the Prime enrollment card.

Beneficiaries currently enrolled in TRICARE Prime and who have a Prime card do not need to obtain a new card. Their Prime cards are valid until they move or change status. Medicare-eligible beneficiaries age 65 and over who will begin using TRICARE For Life on Oct. 1 do not need a TRICARE enrollment card. For more information on the new Prime cards, beneficiaries may call 1-888-DoD-CARE (1-888-363-2273).

Delta seeks recruiters

Recruiting for Delta is a unique assignment. It requires the ability to interact effectively with prospective Delta candidates as well as senior Army leadership and be able to exhibit those personal qualities found in Delta members. You must be a competent briefer, a person who is highly self-motivated and who is capable of working alone without direct supervision.

A potential Delta Recruiter should meet the following prerequisites:

a. Volunteer.
b. MOS 79R.
c. SSG or junior SFC.
d. No history of recurring disciplinary action.
e. Possess or be able to obtain a secret security clearance.
f. GT score of 110 or higher.
g. Pass the APFT.
h. Airborne qualified or volunteer for airborne duty.
ij. Have demonstrated success as an Army recruiter.
j. Minimum **18 months** successful station commander time (LPSC or OPSC).

Interested recruiters should mail a copy of their DA Form 2A and 2-1(or ERB), last five NCOERs, DA photo, PT score card, and contact phone numbers to: Recruiting Team, P.O. Box 70149, Fort Bragg, N.C. 28307 or fax copies to commercial 910-396-0607 or DSN 236-0607. POC is MSG Lafferty, phone number commercial (910) 396-0689 or DSN 236-0689.

TRICARE University is open to the public

TRICARE University, an online version of the TRICARE Basic Student Course, is now available to anyone who wants to improve their understanding of the TRICARE benefit. This includes individuals whose job it is to provide advice on the military health care program for those seeking in-depth knowledge of the benefit. TRICARE University introduces its students to the health care benefits available for uniformed services beneficiaries and family members. In addition, this course provides customer service guidance and an overview of TRICARE administration.

TRICARE University consists of 13 lessons, practice questions, and non-graded examinations that are accessible at the end of each lesson. The questions reinforce lesson content and promote learning with immediate feedback and, if necessary, guided review.

A "Course Objectives" button takes students through information related to objectives, prerequisites, and requirements. Those new to the TRICARE University's web-based learning environment can use the "Navigation Tutorial" section to learn how

to navigate through the various features and functions available in the course.

At the end of this course, the student will be able to recall the basic benefits of TRICARE options, pharmacy and dental programs, to match available health benefit options with beneficiary eligibility status and category, calculate costs, and file claim forms. They will also be able to find a list of resources available on the Internet and from TRICARE Management Activity if they need further information.

TRICARE University can be found on the TRICARE Web site at **www.tricare.osd.mil** under the "Browse by Topic" drop-down menu and then clicking TRICARE University.

Army & Air Force Hometown News Service

Soldiers and their families stationed away from home may share their holiday messages with family and friends in their hometown newspaper through the Newspaper Holiday Greetings program.

The Army & Air Force Hometown News Service is geared up for its second year of the newspaper greetings program.

Through Internet technology, Hometown News expanded its popular holiday greetings programs to include newspapers. Resources limit radio and television holiday greetings to select Army and Air Force overseas locations, but with Internet, newspaper holiday greetings can be sent by any servicemember stationed at any installation in any part of the world.

Through your battalion APA you will be able to compose a brief holiday greeting that will be sent by the Hometown News Service to its newspaper subscribers throughout the United States, territories and possessions.

You compose the greeting and e-mail it to your APA before Nov. 14. Be sure to include the following information:

1. To: (name of relative(s) this greeting is for)

2. Of: (city, state and zip code)

3. From: (your rank, first name, middle initial and last name)

If you would like your greeting to read from you "and family" or if you do not have a spouse or family members, skip to No. 6

4. Spouse's first name:

5. Children's first names:

6: Your duty station: (city and state)

7. Your greeting: (no more than 100 characters)

They transmit to Hometown News where it is stored in a database.

On Nov. 20, Hometown News will sort the greetings by state and send them to participating newspapers in that state. Use of any particular greeting and how it is printed is left to the editor of the newspaper.

Your APA office has complete information and can answer any questions you have about this and other Hometown News Service programs.

The hometown news release is a valuable tool in keeping you connected to your hometown community throughout your military career. The newspapers want these releases since they expand the boundaries of their ability to report news about the people who make up their community. Finally, and most importantly, family and friends are interested in reading about you in their local newspaper.

Contract recruiters begin work in Spring 2002

By Pearl Ingram, Recruiter Journal Editor

Four recruiting companies will have contract recruiters at work in recruiting stations as early as Spring 2002. The four company areas are Dover, Del.; Wilmington, N.C.; Homewood, Ill.; and Tacoma, Wash.

As directed in the National Defense Authorization Act for Fiscal Year 2001, contractor recruiting will be implemented in a total of ten recruiting companies for a five-year test program.

During the fall 2002, the remaining six locations will become operational under civilian contract. Those companies are Harrisburg, Pa.; Jackson, Miss.; Dayton, Ohio; East Oklahoma City, Okla.; Granite City, Ill.; and Salt Lake City, Utah.

The enlistment process and enlistment standards for applicants will remain the same for the contract recruiters. The stations, facilities, vehicles, and other equipment will also be the same. However, the contractor can expand on our sales program as well as determine the number of employees needed in each area.

The civilian recruiters will not wear Army uniforms but will present a standard appearance and will be identified as Army recruiters. The contractor will determine employee salary and incentives, which may differ from the government system. As civilian employees, contract recruiters will not be eligible to participate in the military awards programs.

Two similar but limited pilot programs were implemented in 1999 to recruit for the Army Reserve. Both of those programs are ongoing.

The Army worked with RAND Corporation to identify a full spectrum of recruiting company locations based on demographics, recruiting mission numbers, and the presence of recruiting initiatives such as the College First and GED Plus programs.

Soldiers now assigned to these locations will be reassigned within the Recruiting Command or will return to other critical military positions. Department of the Army civilian employees will not be affected by this change.

The solicitation of offers and the awarding of the contract are being coordinated with Training and Doctrine Command (TRADOC) Acquisition Center at Fort Eustis, Va. Contract award date is anticipated to occur in December 2001.

Lifeworks. The answers you want. The help you need.

Relationships. Work. Family. Stress. Money. You've got a lot going on in your life. Enter ***Lifeworks***. Designed with your unique needs in mind, ***Lifeworks*** gives you free, confidential assistance with all the issues of daily living, including everyday issues, parenting and childcare, emotional well-being, financial, legal, education, work, addiction and recovery.

Lifeworks is always ready to help with practical solutions, information, advice, and support. They offer:

- Personalized confidential consultation — to help clarify your issue, sort through your options, and contact the most effective and affordable resources
- Individualized referrals to resources in your community
- Free booklets, audiotapes, and tip sheets
- Over 500 practical 'Tips-on-Tape' on a wide range of issues
- Easy access to online site, **www.lifeworks.com**, which contains hundreds of resource rooms, financial calculators, links to other sites, and ability to order educational materials.

It's effective, easy to use, and best of all, this program is brought to you by USAREC, **at no cost to you**. *Lifeworks* is there for you — any time of day, wherever you are. So get in touch with them today. They have consultants who speak Spanish and offer simultaneous translation into more than 140 other languages. TTY/TDD also available.

Contact your battalion Soldier and Family Assistance Program Manager for more information and the password to use this valuable service.

Army Superior Unit Award approved by Secretary of the Army

MG Dennis D. Cavin, commander, USAREC, has announced that the Secretary of the Army approved the Army Superior Unit Award (ASUA) for USAREC for the period October 1, 1999 to October 1, 2000.

The citation reads:

By direction of the Secretary of the Army, the Army Superior Unit Award is awarded to:

HEADQUARTERS, DEPARTMENT OF THE ARMY, ITS STAFF AGENCIES AND SUPPORTING ORGANIZATIONS

for outstanding meritorious performance during peacetime, in a difficult and challenging mission:

During a uniquely dynamic period in the Army's 225-year history, from 1 October 1999 to 1 October 2000, Headquarters, Department of the Army, its staff agencies and supporting organizations developed and implemented a comprehensive campaign plan to dramatically transform the Army to better fulfill its role in the national security strategy for the 21st century. Faced with significant challenges, a complex environment, constrained resources and ambitious transformation initiatives, Headquarters, Department of the Army overcame institutional inertia to begin changing every aspect of manning, organizing, equipping, training and sustaining the Army, while accomplishing a varied and numerous array of worldwide operational missions. The resulting demonstrated success for the Army brings great credit upon the military and civilian men and women of Headquarters, Department of the Army and their leaders.

Permanent and temporary wear of the ASUA for military personnel is governed by the provisions of Army Regulation 670-1. The lapel pin is authorized for optional purchase and wear on civilian clothing by qualified military personnel.

Individual ribbons should be procured through local supply channels.

Department of the Army civilians employed with the unit during the cited period may wear the lapel pin permanently. Those currently employed with the unit, but who were not employed during the cited period, may wear the lapel pin on a temporary basis as long as they remain employed by the unit.

SGLI expands to include spouses, children

By Sgt. 1st Class Kathleen T. Rhem, American Forces Press Service

The Servicemembers' Group Life Insurance plan will also cover troops' spouses and eligible children beginning Nov. 1.

The Veterans' Opportunities Act of 2001, signed by President Bush last spring, allows for up to $100,000 coverage for military spouses and $10,000 coverage for each child.

If the service member has SGLI coverage of $100,000 or more, maximum coverage for the spouse will be automatic, and premiums will be deducted along with the member's premium from each month's pay. If the service member carries less than $100,000 coverage, however, the spouse's coverage can be no higher than the member's, Navy Capt. Chris Kopang explained.

"For instance, if the member only had $50,000 in coverage on himself, he can only get $50,000 for his spouse," said Kopang, DoD director of compensation.

He added that spouse coverage must be elected in $10,000 increments. Premiums will be based on amount of coverage elected and the spouse's age.

Spouse's age	Rate per $1,000	Maximum Monthly Premium
Under 35	$.09	$9
35-44	$.13	$13
45-49	$.20	$20
50-54	$.32	$32
55+	$.55	$55

Coverage for children up to age 18, or 23 if a fulltime student, is free and automatic, so long as the member is participating in SGLI, Kopang said. Eligible Reserve component members will receive the same family member coverage with premiums being deducted from their drill pay, he said.

Service members will be able to decline or reduce spousal coverage.

"Opt out" procedures and updates will be posted to the SGLI Web site at **www.insurance.va.gov/sglivgli/sglifam.**

Kopang cautioned service members to think carefully before opting out. "Members may sometimes feel they don't need life insurance for a spouse, especially if the spouse doesn't work outside the home," he said. "However, look at the cost of providing childcare, a nanny perhaps, or other things that contribute to maintaining the home. These are costs service members don't always realize they'll have."

Eligibility for spouse and children's coverage would end if the member terminates coverage, separates, retires, dies, or if the couple divorces. However, spouse coverage will extend 120 days past the date eligibility ends.

"That will give the spouse the opportunity to convert their policy to a commercial policy," Kopang said.

Spouse coverage can be converted to commercial policies but cannot be converted to the Veterans' Group Life Insurance plan.

Gold Badges

RSM AUGUST 2001

BALTIMORE
SFC Willie Joyner
SFC Gary Wiley
SGT Jeffery Lewis

CHICAGO
SSG Kenneth Thomas
SSG Marcus McKinney
SSG Joel Gonzalez

CLEVELAND
SFC Paul Brent
SSG George Webster

COLUMBIA
SSG Charles Atkins Jr.
SSG David Philbeck
SSG Frederick Paden
SGT Tracy McCray

COLUMBUS
SSG Robert Bonner Jr.
SSG Erik Kingus
SSG Gerald Bailey
SSG Mark Heyliger
CPL Steven McCrate

DALLAS
SSG Dale Carlsen
SSG Brian Curtis

DENVER
SFC David Douglas
SFC John Hammill
SFC Phillip Russell
SSG Darrell Martinez

DES MOINES
SFC Brian Leopold
SSG Howard Barr
SSG Zeb Surdam

GREAT LAKES
SFC William Watts
SFC Thomas Teklinsky
SSG John Hargash
SSG Nakia Nelson
SSG Steven Anderson
SSG Keith Jackson
SSG Eddie Perdue
SSG Michael Schnurr
SSG Augustus Howard
SGT Ronald Smith Jr.

INDIANAPOLIS
SSG Gary Shealy
SSG Gil Lang II
SSG Bryan Chaney

JACKSON
SFC Patrick Murphy
SSG Michael Turner

JACKSONVILLE
SSG Stevie Lopez
SGT William Gaston
SGT Christopher Wallace
SSG Gregory Davis

KANSAS CITY
SFC Robert Adams
SSG Carey Graham
SGT Todd Phillips

LOS ANGELES
SGT William Mendoza
SSG Eric Stout
SSG Mark Tatum

MIAMI
SFC Jose Garcia
SSG Jennifer Kelley
SSG Samuel Cruz

MINNEAPOLIS
SSG Thomas Schmidt

MONTGOMERY
SFC Joseph McDuffie
SFC Max McLaughlin
SGT Tony Richardson
CPL Rebecca Salter

NASHVILLE
SFC Glenn Pederson

NEW ENGLAND
SSG Michael Williams

NEW YORK CITY
SFC Julius Baskerville
SFC Rulesha McKinney
SSG Edgard Valdiri
SSG Bradley Burkett

PHOENIX
SSG Robert Blair
SSG Steven Lakosky
SSG Anthony Riley
SSG Mauro Flores
SSG Micheal Bloomer
SSG William Burnett
SGT Albert Brodeen
SGT Lovel Daniels II
CPL Timothy Wright

PITTSBURGH
SSG Michael Rawl

PORTLAND
SSG Walter Washington
SSG Filemon Garzon Jr.

RALEIGH
SFC Anthony McMillian
SGT Jodie Peele
SSG Thomas Fornter Jr.
SSG Charles Hulett
SSG Nathaniel Harvey
SSG Ira Mullinax

SALT LAKE CITY
SSG Michael Klipstein
SSG Darlene Tanner
SSG Charles Perry
SGT James Hatfield

SAN ANTONIO
SSG Robert Mendoza
SSG Heather Jackson
SSG Matthew Winbon
SGT Peaches Clacken
SGT Francisco Jaume

SEATTLE
SFC Tarri Hensley
SSG Sean Lee

ST. LOUIS
SFC Theodore Dress
SFC Johnnie Caswell
SSG Jerry Murrell

SYRACUSE
SSG Louis Stevens
SSG Anthony Piraino
SSG Michael Davis

SOUTHERN CALIFORNIA
SSG Briggette Bennett
SSG Robert Vinson
SGT Mario Carrera-Carrilo

TAMPA
SFC Michael Mosley
SGT Shane Beld

AMEDD 3RD RECRUITING BRIGADE
SSG Lisa Langrehr

Morrell Awards

RSM AUGUST 2001

AMEDD 2D BRIGADE
SFC Donald Greene

AMEDD 3D BRIGADE
1SG Russell Annis
SFC Elizabeth Cimaglio

AMEDD 5TH BRIGADE
1SG Andrew Sterner
SFC Michael Rollock
SFC Christopher Bottoms
SFC James Lynch Jr.

AMEDD 6TH BRIGADE
SFC Wellington Nishida
SFC Rayford Clark

BALTIMORE
SFC Thurman Davis

BECKLEY
SFC Michael Polite

COLUMBIA
SFC Benjamin Fryar

DALLAS
SSG Margaret Ann Shelton

DENVER
SFC Michael Chinigo
SFC Eddie Gordon

HQ, USAREC SPECIAL FORCES
SSG Anthony Grand
SSG John Stylz

HARRISBURG
1SG Eric Montgomery

INDIANAPOLIS
SFC Jeffery Tharp
SFC Bradley Stroud

JACKSON
CSM Vernon Cummings
MSG Laura Gatewood
SFC Tonlento Shinnie
SFC Melvin George

JACKSONVILLE
1SG Joseph Barrett
SFC Lavan Alston
SSG Shelby Burroughs

KANSAS CITY
CSM Thomas Campbell Jr.
1SG Benny Kinsey
MSG Anthony Miller

LOS ANGELES
SFC James Bottoms
SFC Luis Navedo-Ortiz

MIAMI
SFC Edgar Morales

MILWAUKEE
1SG Bonnie Trapp

MONTGOMERY
SFC John Audaine

NASHVILLE
SFC Jody Camp
SFC Joseph Johnson
SFC David Kern
SFC Stanley Aytes

NEW YORK CITY
SFC Anthony Boyd

RALEIGH
1SG William Stewart
SFC Sylvester Bracey
SFC Rebecca Garcia

SAN ANTONIO
SSG Christopher Hiatt

SEATTLE
SFC Richard Henning
SFC Marvin Jordan

ST. LOUIS
MSG Leon Saxton Jr.

SYRACUSE
SFC Kurt Thomann

Recruiter Rings

RSM AUGUST 2001

AMEDD 3D BRIGADE
SFC Phillip Stevenson

AMEDD 5TH BRIGADE
SSG Monte Gray

DALLAS
SFC William Brown

DES MOINES
SFC Michael D. Winters

GREAT LAKES
MSG Christopher Lubecke

HOUSTON
SFC William Green

JACKSON
SFC Michael Scheidler
SSG Cedric Payne
SSG Wilbert Bryant Jr.

JACKSONVILLE
SSG Edward Barker
SSG Sambrina Love
SSG Diana Blissett
SSG Timothy Foster
SSG Isaiah Walker

KANSAS CITY
SFC Randolph Jennings Jr.

MIAMI
SFC Keith A. Jennings
SFC Curtis Manderson
SFC Jose A. Matos
SFC David Ahola
SFC Michael Luff
SFC Tyrone Fowler
SSG Christopher Aleong
SSG Luis Rojas
SSG Manuel Blanco

MID-ATLANTIC
SFC Kenneth Nixon

MILWAUKEE
SFC Kevin D. McKinley
SSG Bradley R. Dallman
SSG Rex Ramsey
SGT Gary Geske

MONTGOMERY
SFC Lyndon Smith
SFC Patsy Bollingcoles
SFC Robert Barbour

NEW ENGLAND
SSG Paul E. Spencer

NEW ORLEANS
SSG Tasha N. Todd

NEW YORK
SFC Clinton S. Cornett
SFC Stacey Y. Wilson

PHOENIX
MSG Ferris A. Potts
SFC William Fowler
SSG David Lopez

PORTLAND
SFC Melvin C. Manglona
SSG Faresa E. Paopao
SSG Albert A. Abadam
SSG George Edward

RALEIGH
SFC James D. Knott
SFC Kraig Brown
SFC Michael Mayes
SSG Edward Daniel
SSG Derrick Ambrose
SSG David D. Williams

SACRAMENTO
SFC Earl L. Raehsler
SSG Richard E. Wittmann

SAN ANTONIO
SFC Ruben Perez
SFC William Medina
SSG Scott Jones
SGT Gary Harwood

SEATTLE
SFC James Curnutt
SSG Kimmy Mounday

ST. LOUIS
1SG Albert M. Martos
SFC Cory Bryan
SFC David Kirgan

TAMPA
SFC Michael A. Calabrisi
SFC Tony R. Glasgow

The Test

1. Which of the following actions are not prohibited once a flag has been initiated?
- a. Retirement
- b. Passes and leaves
- c. Payment of selective reenlistment bonus
- d. Awards and decorations
- e. All of the above

2. If a soldier fails a retest of the record APFT, is it mandatory to separate the soldier and whose decision is it?
- a. Yes, commander's decision
- b. No, commander's decision
- c. Yes, immediate supervisor's decision
- d. No, immediate supervisor's decision

3. A soldier in the grade of sergeant or above testing positive on a urinalysis, based on time in service and other factors, the soldier may be entitled to a separation board.
- a. True
- b. False

4. What Army regulation governs Separation of Enlisted Personnel?
- a. AR 635-10
- b. AR 135-178
- c. AR 135-10
- d. AR 135-175

5. What regulation details the sponsorship program for newly assigned personnel in order to facilitate a smooth transition to recruiting duties?
- a. AR 621-1
- b. AR 625-10
- c. USAREC Pam 40-3
- d. AR 600-8-8

6. Who is responsible for training assigned Health Care Recruiters?
- a. Detachment Leadership Team
- b. Recruiting Station Commanders
- c. Health Care Recruiting Leadership Team

7. Health Care Recruiters are responsible for ensuring RS commanders receive applicant data on USAREC Fm 658-A within how many working days of appointment to enter on OWNRS?
- a. Two
- b. Three
- c. Four
- d. Five

8. The Secretary of the Army is the approval authority to extend the mandatory removal date past 60 years of age for a USAR health care officer. The MRD can be extended up to age 67.
- a. True
- b. False

9. What regulation establishes policy and procedures that govern the administration and use of the Enlistment Screening Test (EST) and the Computerized Adaptive Screening Test (CAST)?
- a. USAREC Reg 601-73
- b. USAREC Reg 611-4
- c. USAREC Reg 601-59
- d. USAREC Reg 601-67

10. Each recruiting station will have one copy of EST 81a or 81b with scoring key per recruiter.
- a. True
- b. False

11. What USAREC regulation covers Post-secondary School Recruiting Program?
- a. USAREC Reg 601-85
- b. USAREC Reg 601-81
- c. USAREC Reg 601-104
- d. USAREC Reg 601-95

12. What field manual covers physical training?
- a. FM 21-11
- b. FM 21-10
- c. FM 21-25
- d. FM 21-20

13. If you are ready to create a projection, then the records status should be _____.
- a. Prospect
- b. Applicant
- c. Visitor

14. Before you can replicate a projection, the 714A screen has to be completed along with the Prospect screen.
- a. True
- b. False

15. There are three steps to establishing connectivity and replication. They are:

a. Connect to the network; establish a secure connection; extended authentication

b. Connect to permit client; navigate to TOP; open Microsoft Word

c. Connect to Recruiting Central; navigate to GC WEB; print procesing list

The answers to this month's test can be found on the inside back cover.

Mission Box

The Achievements of One that Contribute to the Success of the Team

1ST Brigade | 2D Brigade | 3D Brigade | 5TH Brigade | 6TH Brigade

RSM August 2001

Top RA Recruiter

SFC Love Jones (Beckley)	SSG Anthony Story (Jacksonville)	SSG Christopher Swantek (Columbus)	SSG Richard Riester (Oklahoma City)	SSG Elliott Medford (Phoenix)

Top USAR Recruiter

SFC Clifford Stein (Albany)	SGT Jodie Peele (Raleigh)	SFC Dale Blubaugh (Indianapolis)	SFC Richard Howard (Oklahoma City)	SSG Juan Amador (Los Angeles)

Top LPSC

District Heights (Baltimore)	Prattville (Montgomery)	Bloomington (Indianapolis)	Killeen (Dallas)	Arapahoe (Denver)

Top OPSC

Martinsville (Beckley)	Eufaula (Montgomery) Henderson (Nashville)	Auburn (Indianapolis)	Hays (Kansas City)	Paso Robles (Los Angeles)

Top Company

Bangor (New England)	Hattiesburg (Jackson)	Indy North (Indianapolis)	None	Tempe (Phoenix)

Top AMEDD

New York	Florida/Carolina Teams	Great Lakes	San Antonio	Northern California

Answers to the Test

1. b. AR 600-8-2
2. b. AR 350-41
3. a. AR 635-200
4. b.
5. d.
6. c. USAREC Reg 601-37
7. d. USAREC 601-37
8. a. Health Services Operations
   Update #01-04 dtd 4 Jun 01.
9. b.
10. a. USAREC Reg 611-4
11. c.
12. d.
13. b. ARISS Users Manual ARISS CBT
14. b. ARISS Users Manual ARISS CBT
15. a. ARISS Users Manual ARISS CBT

UNIVERSITY OF FLORIDA
3 1262 09681 7985

September 11, 2001

Our heartfelt sympathy and prayers go to the victims and families of the World Trade Center and the Pentagon attacks.